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COMMON-SENSE BUSINESS LEADERSHIP

Common-Sense
BUSINESS LEADERSHIP
A Manual of Human Relations

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Recently with The Globe Oil and Refining Company

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The enthusiastic co-operation of I. A. O'SHAUGHNESSY, President of The Globe Oil and Refining Company, made this book possible. His sympathetic understanding of the necessities that face men in industry and his desire to help, caused him to open the way to the gathering of much of this factual material.

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Preface

THIS book is a practical outline of the problems of the executive and foreman in their human contacts, with many common-sense suggestions gathered directly from executives, foremen, sub-foremen, and workers. These findings will assist in doing away with dissension and will increase harmony and co-operation.

This is a business book written by a business man for business executives and foremen and for all those who wish to attain leadership in business. It was written after nine months of consistent work, each day occupied with from five to seven one-hour talks with executives, sub-executives, foremen, sub-foremen, and plant and shop workers.

Throughout this survey the constant effort was to discover the common-sense cause for success or failure in the field of human relations and to determine definitely what an executive and foreman should do and should not do to obtain the best results with those whom it is their duty to lead and direct.

This book is based on that work. Nothing is written that has not been proved to be fact by many hundreds of executives, foremen, and workers.

The practices outlined for the successful handling of men are stated in everyday language and their common sense in

application has been approved by hundreds of actual executives, foremen, and workers.

Psychology and physiology, although the basis of all behavior, have in a strict sense been intentionally avoided in this book, and insofar as possible all technical terms have been left out. Where repetition occurs it is because the repeated material is particularly applicable. It will be noted that the essential executive abilities and traits are used differently by the top-flight and white-collar executives and the foremen.

The author has written this book with the hope that its pages will give each business reader a better knowledge of himself, and a fuller understanding of his superiors as well as those who look to him for guidance.

The further hope of this book is that it may induce readers to make an honest inventory of their bodily and mental qualifications for success and that they may be inspired to build consistently toward the attainment of a set goal.

THE AUTHOR

St. Paul, Minnesota.

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Twelve Abilities and Traits an Executive or Foreman Should Have

THIS first chapter is a rough inventory of the traits and abilities an executive, sub-executive, foreman, or sub-foreman should have. As some of these traits are more necessary in one class of executive work than in another, the need for them and how to use them to best advantage in the different fields of endeavor will be emphasized under their separate chapter headings.

It was found that some men, without even knowing it, although reasonably equipped with these twelve traits, still were out of place in their particular jobs because they were too far away from the men they had to lead and to guide, to fully understand them or to be understood by them. As a result of inherent traits they could not make the close contact that is an essential to the successful handling of men, and so were set apart from their group whether they wished it or not.

For instance, strictly "white-collar" or professional ma-

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terial, although it can perform as plant or shop worker, cannot successfully handle a group of workers as foreman. Such material looks different and feels and acts different, for the tastes are different and the worker feels and recognizes that there is an aloofness and lack of the necessary understanding of the worker group.

An executive or foreman is selected for such a position usually because he is superior in abilities to those of the group from which he is selected.

This superiority should be recognized by the executive or foreman and he should maintain that superiority. This will give him a slight aloofness from the members of his group which will preclude familiarity and will sustain his authority; but it is important that no executive or foreman should be distinctly alien from the group he is to manage. He must be close enough to understand them and for them, as far as possible, to understand him, if he is to be successful in developing and maintaining efficient and harmonious co-operation.

Out of the many traits and abilities that make a successful executive or foreman these twelve have been selected as practically essential to "top-flight," "white-collar" or plant and shop leadership.

In making the selection of these twelve traits and abilities it is taken for granted that the executive or foreman is well equipped mentally and physically for his position or he would not have been elevated. The executive and foreman can have a well-trained mind and a good body and yet not possess any of these twelve essentials.

Any executive or foreman who has the will to do so can

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build these abilities and traits and where necessary weed out the peculiarities that tend to hamper successful executive or foreman leadership.

The twelve selected essential traits and abilities are as follows:

First: *Teacher and Leader*. If a man cannot teach and lead he cannot be an executive. He must be able to both tell and show those over whom he is in charge how to do things. What an executive or foreman does with his own hands is of comparatively little importance, unless he is what is termed a working foreman. He need not be a doer, but what he teaches others to do is of the utmost importance. The duty of an executive or foreman is to multiply his own efficiency to as many times as represented by the members of the group under him. This is executive ability, or foremanship in action.

Second: *The Manner of Doing*. The manner in which teaching, direction, or criticism is given is important. One man can tell another to do a thing and everything is all right. He does it happily. Another man can tell the same person to do the same thing in the same words, and cause resentment and antagonism. All men questioned about this agreed that it is the *manner* in which he is told that makes the difference in the attitude of the worker.

The executive or foreman who is inherently sensitive, easy-going and tactful has to learn to be firm and definite or he will be rated as "easy" and his value as an executive will be nil. The man who is inherently "hard" and positive is inclined to be abrupt and short in manner which will hurt the feelings of some and cause others to be antagonistic. It is

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important for an executive foreman or sub-foreman to study his manner and acquire a balance if he wants discipline and harmony.

Third: *Self-Confidence and Self-Assurance.* The executive or foreman must not only put on an air of self-confidence but he must actually feel confident within himself and in what he does or he will not get the confidence of his group. Merely knowing how to do perfectly the thing to be done does not always give self-confidence. This trait is based not only in knowledge and mental direction, but also finds its best expression in the man who has the bodily well-being that gives him self-assurance in his thinking and decisions; in his spoken word and in every action.

Fourth: *Judgment, Decision, and Action.* The executive or foreman must have good judgment and be decisive in reasoning from a premise to a conclusion. He must have the knowledge of routine matters to give him the answer instantly. On new problems related to his occupation he must have the concentration and the analysis to be able to arrive at a correct decision with reasonable speed. He must have confidence in his decisions to act at once with self-assurance.

Fifth: *Acceptance of Responsibility.* A successful executive must be not only willing at all times to accept responsibility within the scope of his position, but also he must be eager for it. This does not mean he should undertake to do that which is within the authority of others, but it does mean that he always should form decisions and act upon all problems that come to him within the scope of his occupation. He never should alibi or pass on to a superior a problem upon which he has all the facts.

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Sixth: Planning and Budgeting Time and Effort. The executive must have foresight, imagination, and constructive ability to plan in detail his own time and work and also the time and work of those under his direction. Proper planning and budgeting of time and work do away with the necessity to hurry which results in building up tensions in the executive as well as in the workers. Tensions are the cause of much friction and misunderstanding. Planning includes the proper placement of each worker in the position to which he is best adapted, and the placement of all equipment where it can be used to best efficiency by the operator. Many executives and foremen who are excellent in every other respect will fail in this requirement.

Seventh: Impersonal Attitude. An impersonal attitude toward every employee is absolutely essential in the executive and the foreman. This does not mean that there should not be sympathy for the individual—which is the basis of understanding—but it does mean that strong likes and strong dislikes are absolutely “out.” Hundreds were asked, in gathering information for this book, what they considered the worst trait an executive can show, and over fifty percent answered “partiality.”

Partiality finds its cause in strong likes and dislikes. It is only human to like one man and to dislike another; to favor the man you like and to put the burden of the disagreeable task upon the shoulders of the one you dislike; to advance the one you like and to hold back the one you dislike. In some individuals this is a very active fault. They take instant and positive dislike toward certain persons; and in men who are otherwise good this is a fault that must be

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mastered. The resentments and antagonisms caused by likes and dislikes are many.

Resentments and antagonisms are also "out" so far as business dealings are concerned. Whether they are group resentments or the resentments of an individual they are a menace to the efficiency of the organization and to the personal well-being of the individual who allows these feelings to exist. Feeling actually has no place in business. One should be able to do business with one's worst enemy, for after all it is only business.

Eighth: *Alertness of Mind and Body*. Every individual seems to inherit a certain rhythm of movement. Sometimes it is rapid and smooth and again it may be rapid and jerky. The rhythm may be methodical and slow. Environment and training change the inherited rhythm to some degree. It may slow down to some extent the rapid, and speed up somewhat the slow, and thus bring both closer to the average or balanced group.

Alertness is not so much a question of the rapidity or slowness of mind operation or body movement; it is more the degree of awareness built into the individual and the ability to center the mind and body, quickly and with individual attention upon the immediate thing to be thought out or acted upon.

The Executive or foreman must be able to think and act alertly on all immediate problems that arise if he is to hold the confidence of the members of his group. In foremanship this ability often means the difference between safety and accident to both himself and the worker.

Ninth: *Observation*. The ability to observe is the basis

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for both knowledge of the job and the understanding of the men who are doing it. It has been said that eighty-seven percent of all that is received by the individual through his five senses comes through his eyes. Everyone develops his ability to observe to some extent but the one who *really* observes is the exception.

Real observation is seeing things below the surface. Real observation means concentration on the thing observed until every point of interest is discovered and thought out. Most people see one point of interest and fail to look further. Real observation includes the ability to so concentrate the eyes upon the thing to be observed that a vivid mental picture is impressed upon the mind.

The following story is a good illustration of what is meant by real observation.

A university in Europe requires that every applicant for admission should be first tested. The applicant was ushered into a dark room. On one side of the room was a slab with a stool near by. On the slab was a fish with a light over it.

The instructor handed the student a pencil and paper and told him to write down all that he could observe about the fish. He then left. The student wrote ten pages and, well satisfied with his work, waited for the instructor to return. The instructor appeared and after looking at the ten pages said, "Not good, you must learn to observe. I will leave you again, try to write more." The student after again observing the fish for some time, finally saw a new point of interest and wrote fifteen additional pages. The instructor again came in, shook his head, and said, "My boy, you must surely learn to observe."

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Left alone once more the student stared with concentration at the fish and found still another point of interest and wrote twenty new pages.

This story simply emphasizes the fact that the greater the concentration of attention on the thing observed the more one will see and the more vivid will be the memory picturization of the thing observed. There are very many points of interest in everything if we observe with concentration and search long enough to find them.

Keen use of cultivated observation in understanding the job and the man is one of the most valuable tools of the trained executive or foreman.

Tenth: *Physical Dominance*. Of utmost importance is the body of an executive or foreman. Equally important is the way that body is used, for the way it is used is a material factor in the effectiveness of the exercise of his authority.

The way a man carries himself, including the set of his head and shoulders, the way he moves and walks, all either detract from or add to the authoritative air of an executive.

Height and weight give decided advantage, more particularly in foremanship; but this advantage can be decidedly discounted unless there is the erect carriage and easy swing of the confident man. The small man can offset this disadvantage greatly by development of a carriage of self-assurance and mastery.

Guard against overdoing this trait and the possible development of belligerence, arrogance, or even pugnaciousness of bearing, for these attitudes are fatal to success.

Eleventh: *Co-operation*. No business can thrive for long

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without the co-operation of every member of the organization.

Co-operation means all working together happily as a unit, each doing his part, from the president down to the janitor, toward efficient production.

The "top-flight" executives must co-operate with each other; they must co-operate with the sub-executives and foremen, and the sub-executives and foremen must co-operate with them.

The "top-flight" executives, sub-executives, and foremen must co-operate with the workers and the workers with them.

The executives and foremen to a great extent make the business what it is. Right executives and right foremen create a harmonious atmosphere for themselves and for the workers and this atmosphere draws the right type of employees.

Under existing conditions the cause for all dissension cannot be laid at the door of the executive and foreman, but whether the cause lies with them or not it is certain that they alone are the ones who are responsible for co-operation, and they are the ones who must create it. No alibi can be accepted by the management.

If dissension exists, every man in an executive or a foremanship job should take an honest inventory of himself, of his activities or his lack of activities and his association with every individual in the business. If he finds that he is at fault in the slightest particular he should act to correct the condition.

Do not forget that many small disturbing elements in

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many parts of an organization can be just as disastrous to co-operation as one big factor. The one big factor often can be more easily corrected than can the many small elements.

Twelfth: *Health*. The efficiency of the mind is closely allied with the perfection of the bodily operation. The heart, lungs, digestive, and eliminative systems may be termed the human energy production machine, and human machines vary greatly in the amount of power they can generate.

Just as a man-made energy machine can be tuned up to produce increased energy, just so can the human machine also be tuned up by proper attention to all its parts in building glowing health.

Many persons, because they abuse their bodies, because they do nothing for their bodies, or because their bodies always have been deficient, only half live and produce only fifty percent of their energy capacity instead of one hundred percent. These individuals have to drive themselves every hour of the day in their work instead of taking joy in effort.

It takes time and work to tune up and keep the man-made machine at its best energy production, and it definitely takes time and work to keep the human machine at its best. But it is time and work that pay big dividends in position and in financial reward.

Ways and means toward this end are given in the last chapter of this book, "The Building of Man Power."

The "Top-Flight" Executive

THE "top-flight" executives of a business are of greatest importance, for while it is true that no business can exist without capital, the capital does not long exist unless the executives who control the business have the ability and foresight to use it for the successful making of profit.

The "top-flight" executives control the administrative end of a business and may include the superintendent, if any, of a particular unit of production of which he is in exclusive charge.

These "top-flight" executives are men of superior ability or they would not be in their positions. But as it takes many types of special ability to make a business successful, all may not be what can be termed balanced individuals. Some of these "top-flight" executives may be of the genius type and thus are not altogether balanced, and because most of them are of superior ability and efficiency and usually carry a heavy load of responsibility it is easy for them to overdo themselves both nervously and bodily.

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Loss of nerve and body tone can result in loss of control, and this can cause the depreciation of certain good traits and the building or allowing to become active in the personality of other traits that are not good. This can happen as a result of unusual and pressing duties and the tension which these activities build into their personalities.

The work and observation required to gather the material for this book showed that executives on different levels tended to develop different abilities as well as faults. The administration executive develops some abilities and faults that are not developed by the superintendent or foreman.

This difference is due partly to the fact that their duties make entirely different demands upon them and partly because the higher-up executive usually is of finer material and reacts in a different way to the stress of work. The "top-flight" executive usually is altogether a brain worker and often always has been, and he handles many abstract problems; whereas the superintendent and foremen nearly always have reached their positions as a result of a change from hand workers to jobs that use the brain as well as the hands in teaching concrete things to the worker. The superintendent must sometimes handle both concrete as well as abstract problems, but most of his work is with the concrete.

It is, therefore, necessary that the problems of each type of executive should be handled separately because, although the traits of each type may be much the same, each type must fit himself into his particular work and use his abilities in the manner best suited to make him successful in his particular occupation.

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For smooth and harmonious operation it is important that every business have a fully set up and worked out organization plan to cover the distribution of the activities of the organization and to definitely place authority and responsibility. This plan should outline plainly the extent and the limits of the authority and the responsibilities of each executive so that there may be no overlapping. This is particularly essential in regard to "top-flight" executives as they usually are more than ordinarily jealous of their supposed rights, and antagonisms between them easily can arise where one executive infringes upon the rights and responsibilities of another.

Unless the lines of individual authority are carefully marked and are carefully adhered to, the conflict of instruction or orders given by different "top-flight" executives to sub-executives may cause a considerable amount of friction which will result in confusion among the sub-executives as to whose orders to follow. This places the sub-executive in a very difficult and unwarranted position. No matter which order he acts upon he is subject to unjust censure from the other executive.

This confusion causes resentments and antagonisms in both the "top-flight" executive and in the sub-executive. Naturally each executive has his supporters and the resentments and antagonisms of the executives can become the basis for group feeling. These things should be watched closely, as they are destructive to harmony and co-operation and should not be allowed.

A looseness in organization plan or no plan at all, and lack of enforcement of the plan if there is one, are more

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likely to exist in the smaller company where it has grown rapidly and where such things as these have not received the time and the thought of which they are worthy.

This same overstepping the line of set authority often is done by the executives of older age and longer service toward the executives younger in years and in service. This is a difficult thing to handle but nevertheless action must be taken if harmony is to exist. Co-operation and harmony must be maintained.

Many organizations have the plan, but the head executives or other executives do not insist that it shall be closely adhered to. Among a group of ambitious executives there is certain to be one, two, or more who constantly are treading or threatening to tread on the toes of the other executives. They lack justice of thought, sensitiveness, and consideration, and with a goodly supply of either conceit or egotism they pay no heed to the other fellow's rights. They give orders and assume responsibility outside the scope of their authority. The possibility of such conflict can and should be definitely eliminated by a set organization plan. With such a plan any executive who so lacks in consideration and desire to do justice toward others as to constantly invade the rights and duties of another executive is a distinct menace to the harmony of the operation of the organization. He lacks in the spirit of co-operation, and unless he can do away with this trend he has no place in the executive field.

Particularly is it noted that many "top-flight" executives, and in some cases sub-executives, have a tendency to burn themselves out. A first class executive takes years to build

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and is one of the most valuable assets of a business, therefore, he should not be allowed to burn himself out.

His value is not for today or for tomorrow only, but for over a period of years, and the greater numbers of years he is efficient, the greater asset he is to himself as well as to his employers. There were three causes discovered for this condition.

First: Some organizations unintentionally are thoughtless in regard to their executives. They do not watch them and see to it that they take their regular vacations and that the vacations result in absolute rest. They do not treasure their executives as they should, and they allow the eagerness of these executives to serve to bring about their final downfall. This may be caused by the breakdown of either the nervous system or body or both. They call for or allow the executive to assume more and more duties and responsibilities.

Over and over it is found that a high-up executive stands alone in his position. Although no man is indispensable in a business, many a business has come to a standstill for a period because of the loss of a man of exceptional ability who was lost as a result of unexpected cause. It takes time to replace such a man.

Every executive should have an understudy and an assistant of such material that should his superior become incapacitated he could step into the position and carry on in an efficient manner.

It is the duty of every higher-up executive so placed to see that he has such an assistant and it is the duty of the executive to give the assistant the necessary training, re-

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sponsibility, etc., to bring him up to the point of efficiency and knowledge that he can take over should the need arise. This is only insurance for the future, yet many otherwise scrupulously careful business organizations overlook this insurance ~~and~~ gamble that disaster in this respect will pass them by. This class of insurance pays.

Second: Another quite common fault of higher-up executives is to require or at least to allow too many detail problems to reach their desks. This condition sometimes results because the executive is somewhat jealous of his authority, or it may be that he is over-conscientious and is fearful that even the smallest decisions may be wrong unless they are made by him. Also it may be that he has failed in the placing of authority in his sub-executives and has not insisted that they assume responsibility. He has failed in his teaching function.

It is a primary rule in business that every problem that arises shall be disposed of by the decision and action of the lowest level executive who is fully informed upon the issue and who has the facts upon which to base a decision. It is his business to assume responsibility and to act, and not to pass the problem up to his immediate superior who might pass it on until it reaches the desk of the head executive.

Each sub-executive should be given authority to decide and to act and to be held responsible for the result. In other than minor matters he should report his action to his superior.

These detail decisions clutter the desk and the mind of the head executive. They take his time and energy that should be given to executive, creative thought and plan-

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ning and materially lessen the value of the top executives to the organization.

Higher-up executives should so arrange and systematize their daily schedules that they have each day a definite time set aside for deliberation and for creative thinking. Five minutes of such thinking can produce ideas that when capitalized would pay an entire year's salary. Creative thinking is the life blood of every business.

Third: The third cause for the burning out of an executive, and not one quite so common but noted in a number of instances, is the tendency of a good man to do things in a wrong manner. There is a right way and a wrong way to do things. This is not a question of how much he does but a question of the manner in which he does it.

It is wrong to allow one's self to become keyed up and tense. Executives who do so are usually of fine material, sensitive and emotional, but not well controlled and directed in their drive.

This type of executive during the morning hours is what may be termed to some degree relaxed and passive. He handles his problems in a masterful and sure manner. As the day progresses, work piles up and irritations arise which cause his drive to increase, he becomes more and more tense, according to the press of the particular day, and he raises himself to a high level of tensity and holds himself at this high level the rest of the day.

As a result, by two or three o'clock in the afternoon, his efficiency has depreciated materially and his judgments have lost some of their sureness. In this condition he has the tendency to become erratic in judgment and can in some

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cases become obstinate in clinging to a position not well taken when his cooler judgment would tell him he was wrong. He may even show a slight degree of abruptness and intolerance toward his sub-executives or workers. The executive who allows himself to become thus keyed up will find that the accuracy of his judgment diminishes as the condition increases and often this can affect his spirit of co-operation with others.

When this highly keyed up and extreme tensivity of condition exists there is a lessening of sureness in decision and action which sometimes can amount to a momentary lack of self-confidence. This extreme tensivity makes itself felt by every sub-executive and employee under him and creates restlessness and irritation in others that is definitely destructive to the best performance of their duties.

This keyed up tensivity usually is not the result of having too much to do, but because he is doing it in an entirely wrong manner. The remedy lies within himself and he is the only one who can apply it. He has allowed himself to drift from a right manner of doing things into this wrong way.

In most individuals this keyed up or tense condition is more the result of trying to hold increased and pent-up emotional feeling in control than it is the result of what may be called truly tense nerves. Therefore, the importance of training the mind to control feeling under all conditions is great.

This individual in a high executive position must learn to relax. He can do more, do it twice as well and with half the energy expenditure if he will relax. This man should

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read the book *You Must Relax* by Dr. Edmund Jacobson, who is the foremost authority upon this subject. It is published by the University Press of Chicago.

The substance of Dr. Jacobson's book is that one must learn to recognize mentally the feeling of tensity and also the feeling of relaxation, and cultivate the feeling of relaxation. He must refuse mentally to become keyed up and tense. This whole problem is to a great extent a question of mind training and body care.

Here are a few suggestions to assist in overcoming this condition which some executives seem to try to develop. They seem to think it adds to their power.

Learn to stretch, learn to coordinate every muscle in the body in stretching, making every muscle in the body tense at one time, developing complete rigidity of all body muscles, both external and internal, then relax completely. Study the feeling of relaxation which follows the rigidity and build into one's self the ability to recognize the wave of relaxation that passes over one, and learn to be able to bring that feeling to mind whenever a tense and keyed up feeling begins to take hold. Consciously bring the relaxation feeling to bear.

When under unusual drive, deliberately stop for a few minutes, rise from the desk, open the window, breathe deeply a number of times, and stretch while doing so.

The physical exercises in the last chapter, "The Building of Man Power," should have daily attention, for although these exercises take time and are work, it is time and work well expended. We get nothing that we do not strive for,

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and this effort pays big dividends in increased health, and increased and greatly extended efficiency.

This same executive is the one who tends to take home the problems of his office. This is wrong also, as he is likely to take ~~them~~ to bed with him which will interfere with his rest and recuperation. He should train himself to forget his business when he leaves his office.

A good habit to develop is to carry a notebook and when a business problem obtrudes itself during off hours, even if it is during the night, he should make a note of it and resolve that he will think it out at a set time the following day. He can then dismiss it from the mind. Quite frequently he will find when he takes up the problem at the time set that his mind, without conscious effort, has worked out a logical solution.

This man also is the subject who tends to sleep in a tense condition, apparently trying to hold the bed up instead of allowing the bed to support him. He feels more tired in the morning than when he went to bed. He should, therefore, literally check himself over when ready for sleep. After he has dismissed everything from his mind he should take note as to whether his neck is rigid upon the pillow or not. If he finds that it is rigid he should shake his head until it lies loosely. He should do likewise with his hands and arms and follow the same shaking program with his feet and legs. This rigidity also may be indicated by a set tightness of the jaws, which if allowed to remain set may cause grinding of the teeth while asleep. The jaws may be relaxed by opening the mouth and stretching the lower jaw forward and by gently moving the lips. The mere mental recognition of this

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rigidity of the jaws will often do away with the tensity. This checking of the body should be done with each part until all rigidity has disappeared and he lies in a wholly relaxed condition upon the bed.

He will find in using this method that before he is through checking himself for rigidity he often will fall asleep in a *relaxed condition*.

All these suggestions are made with the idea of training the mind to think only when the subject wishes to think and to do away with the tendency to constantly rehash problems. This is not thinking but useless worry. The tendency to worry is a very bad habit and increases steadily unless checked. This is destructive to body building, energy production, and nerve rest and prevents recuperation which is essential to nerve and body well-being.

This type of person should systematize his days so that he has a definite period in the morning, while at his best, when he is not to be disturbed. He should then think out the problems that need cold analysis. He should do his creative thinking during the early afternoon, when he is more keyed up, as his mind then has a tendency to reach out. At this time he is more emotional and more imaginative and his mind is roving and searching. He should at once jot down on paper the many ideas that come to him during this period and to think them over during the morning period.

When trying to concentrate and while keyed up, this individual can become irritable at interruption by callers or by phone calls. He must study mental control and learn to be able, upon interruption, to transfer his mind at once from the problem in hand and to give undivided attention

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to the thing causing the interruption. The phone has to be answered and the caller must be given attention, so why allow irritation to creep in, for it is destructive. This is only a matter of mind training. To allow irritation by such things is a weakness that many strong men have and it is one that grows rapidly unless controlled.

A proper mental attitude in relation to this can be established easily if the condition is recognized and effort expended in forming a correct attitude.

Every "top-flight" executive should systematize the day into periods which is an important and much overlooked need. There should be set periods for interviews, set periods for thinking out problems, and set periods for creative thinking, when he is not to be interrupted except for an emergency that must have immediate attention.

"Top-flight" executives probably are, because of their wide range of abilities, among the most complex of human beings and no two are in any sense alike in their combination of traits. But a study of these word pictures describing executives of this class will disclose to many readers that they have at least some of these trends. These executive outlines are for comparative purposes so that one may see himself as others see him.

A "top-flight" executive, as has been suggested, is sometimes the individual with genius. The genius may have shown itself in having provided the invention upon which the business is built or it may be that he has capital and literally has the financial genius which always will multiply that capital.

Such a top executive seldom is balanced in his activities

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and usually is the type of man who could not work for others; others find it difficult to work with him.

In this class is the individual who has super-energy as a result of having inherited an unusual, and to some degree unbalanced, energy manufacturing machine.

This man often has not built the definite control of his forces that will prevent the development of the tensivity of the individual just described. This man's way of doing things is a jittery, spontaneous, only partially and often slightly controlled release of his excess energy.

An executive of this type has sometimes twice the energy of an ordinary man, but such a degree of energy is difficult to harness and direct. Mentally he is alert and keen with an almost uncanny lightning judgment upon all questions. Creative ideas flow from this mind in such profusion that the ordinary mind, even though well trained, cannot begin to follow his ideas and manner of thought.

Nearly all the judgments of this executive are instantaneous. So many judgments are rendered on every phase of an issue that the correlated opinions usually give a rather broad-scope picture of the problem as a whole.

Other associates seldom have the opportunity to express themselves in conference as this individual has the uncanny habit of literally taking the words out of their mouths. It would seem that the thoughts of others, before spoken, are made his thoughts.

This executive drives himself to the limit both mentally and physically, and has no consideration whatever for others in the use of their abilities or energies. All executives and employees under him are mere machines to aid in the accom-

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plishment of his purpose and they are treated in that manner.

His type tends to be heedless of the rights or authority of other executives in the organization and it is useless for them to demur, for it is a case of take it or leave it. He is irritated constantly because others of slower mind do not quickly grasp his instructions and demands when thrown at them. The unfairness of this attitude causes the others to become irritated and resentful because they do not understand what is expected of them.

This is not a "keyed-up" condition but the normal manner of action of this individual. Sensitiveness, emotion, and imagination are strong traits in this man and they are the basis of his creative thinking, while unusual body functioning provides the tremendous energy that requires that he literally run everywhere that he goes. These traits also result in instinctive feeling as well as strong intuitive judgment. If he could realize it, this executive is a difficult problem to himself and to all those with whom he deals, and although constructive suggestions can be made, because of his nature, it is hardly likely that they would receive more than a passing notice.

No human or man-made machine can run forever. No matter how well made, the harder you use it the sooner it wears out. The more delicate the mechanism the more complete the smash when it comes and this fully applies to this case. This individual must learn the meaning of rest, must constantly think more slowly, talk more slowly, and move more slowly. He must be aware of these things all the time.

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It is easy to say "relax," but to this executive the word is foreign and has no meaning.

As stated it is useless to suggest to this individual the many changes that are necessary to bring about a nearer balance of activities for his good and particularly for the good of the equals and others with whom he works. There is really only one suggestion to be emphasized, slow up mentally and physically and try to cultivate deliberation of thought and action. He should learn to walk and not to run.

The individual with explosive energy expenditure like this usually burns himself out at middle age or before. Only in rare cases does he keep up his unusual energy drive until late in life.

Some "top-flight" executives, such as general managers over many widely scattered enterprises or a chief engineer whose activities are widespread and who has to cover many different fields in his employment, apparently have unlimited energy which they expend ruthlessly.

Every individual inherently has either a rapid or a slow rhythm of movement and it is natural and less tiring for the person of rapid rhythm to move fast. As such a person grows older and wears himself down by overwork the rhythm of his movement begins to lag. If he continues to drive—and that means *drive*—himself mentally and physically at top speed, to cover the day's work with the same speed as before he must sooner or later cause the destruction of his energy machine and possibly of his nervous system. No engine, either human or man-made, can stand such continuous drive beyond its capacity and if such a man does this he is definitely riding for a fall.

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Govern all activities at all times with common sense. Life is short at best and no man can afford to abuse himself in this manner, nor can an employer afford to let him burn himself out. A willing horse will drive himself until he drops, but a horse does not think or know what he is doing. Man has a mind, so why not use it and control his activities sensibly and thereby extend his years of efficient service and his life itself.

Some few executives have the unusual trait of instinct. Instinct is a part of feeling, so usually it is found active in the extra-sensitive and emotional person. It is the person with instinct who "feels" that "such and such" is so but can give no reason to support the feeling. The individuals who have instinctive feelings are the ones who get "hunches."

In most persons the trait of instinct has been put into the background by development of the power of concentrated thought, but where it has been allowed to continue to exist it is a valuable asset when recognized and understood.

Instinctive feeling should be used by an executive to put his mind upon inquiry. In other words, an instinctive feeling should be heeded and should start the mind thinking in channels that might not otherwise be discovered or opened up. Instinctive feeling is not to be acted upon nor ignored but is to be used as a starting point for the application of logical reasoning. This trait is particularly valuable to the executive in the fields of invention, geological survey, or mine development; in fact in all activities related to trying to work out nature's laws.

Intuition, another strong and more usual "top-flight" executive trait, is the opposite of instinct in that it is based

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in mental activity, for it is an instant judgment based on many happenings of the past in the handling of similar problems or problems in which there have been kindred elements.

The human race at one time probably was nearly wholly instinctive, but development of mind has pushed instinct out and replaced it in some persons with intuition.

There is also the "top-flight" executive who is "hard" and who tends to be abrupt and intolerant. This individual has practically no emotions or sensitiveness and therefore thinks and acts with concentration and directness about every problem. This type has an alert, keen mind with instant intuitive judgment and he acts quickly with precise movement. This type has well developed "directed thinking," which means that he holds his reflections and imagination under the strict control of concentrated reasoning. He applies his energy in a concentrated drive to reason and analyzes a problem direct from the premise to a conclusion.

This hard, abrupt individual is a difficult man to work for or with unless he has the breeding which will give him a fine sense of the fitness of things. It is unusual breeding in this man that is the basis for the equipment that can lift him to the rank of a "top-flight" executive.

Because of his high degree of concentrated thinking power, this individual tends to be somewhat self-centered and really likes comparatively few persons. He is definitely selective in his friendships. Self-centering in itself limits to some extent one's understanding of human nature, as this understanding is acquired chiefly by the diversity of business and social contacts made and studied,

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This subject has more than usual energy but it is always held in strict control. He talks little and lives inside himself to a great extent. He often takes almost instant prejudices toward some individuals, which become the basis for permanent, definite, and deep dislikes.

Although an executive should retain a certain aloofness toward those he directs, to preclude familiarity, he should not for best efficiency be unapproachable. Every executive should be near enough to his employees to be in close touch with them. Therefore, this hard type of executive should broaden his contacts with people both in his business and social life. This type is keenly observant and takes a rather vivid, detailed mental picture of everything that is seen. But it is usually necessary that he learn to be more deliberate and not momentary in his observations, if he is to get the full, vivid, mental pictures that are possible.

Penetration of the mind and penetration of the eyes in observation usually can be developed to a high degree by this type of "top-flight" executive. Mind penetration means the ability to go deeply into a problem with utmost concentration, and the ability to realize quickly not only the immediate happening as a consequence of a certain action but also to know the action that must follow.

Penetration of the eyes in observation is the ability to concentrate the whole bodily and mental forces back of the eyes in looking at an object so that the observation literally penetrates below the surface in the seeing of every point of interest to be observed. The eyes of penetration are the ones that seem to look through a person.

As this "hard" individual is so observant he should study

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persons objectively and then he would develop a real mental interest in the study of people. This mental interest would gradually become a human interest that would, to quite an extent, do away with his tendency to take instant prejudices. Although this study might not increase the number of persons that he takes as friends, but it would tend to lessen materially the number of persons for whom he has a definite dislike and thus make more acquaintances.

Deep dislikes for individuals, and prejudices against them or resentments at a situation, may not be expressed in words but can be felt by the individuals towards whom they are directed. In this way they can cause strong antagonisms that are destructive to co-operation. No executive should allow these traits to develop as they are difficult to overcome once they are established.

These feelings are a strong part of this type of executive and it is of the utmost importance that he should try to overcome such an attitude and conquer all such feelings in his business contacts. An impersonal but interested attitude toward all is not easily attained by this type but should be striven for consistently.

Such a person needs to relax nerve tensions. He is well controlled and not emotioned or sensitive but his unexpressed irritations and his effort in control of them can build up high tensions that are destructive to efficiency. He should study relaxation and refuse to allow himself to be irritated and resentful, as these feelings hurt no one but himself. To assist in relaxation he needs to give special attention to body building as set forth in the last chapter of this book, "The Building of Man Power."

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This type naturally thinks and acts quickly in everything that he does and he should cultivate deliberation, meditation and imagination and strive to apply these traits in his manner of thinking and of doing things.

Tenacity is a strong quality in this man for he likes to stick to the beaten path and finish what is started. This can be a handicap because he will hold onto old ways and be slow to accept new ones. Strong prejudices can cause deep resentments in him at the changed conditions forced upon him and which require new ways in management.

The resentments in him will cause antagonisms in others. This executive should recognize his handicap and overcome it. New conditions must be met and accepted agreeably and reasonably if harmony and co-operation are to exist. Adaptability is a strong quality for progress and every forward-looking executive must be adaptable.

The tendency of this type to be abrupt and somewhat intolerant—which tend to create antagonisms—can be materially lessened if this “hard” individual, who is so serious in everything, would loosen up somewhat. If he would learn to smile more often when directing others it would decidedly lessen the effect of the abruptness and he would get more and better co-operation. The world is not as serious as this individual tries to make it.

Another type of “top-flight” executive is the one that because he is stronger mentally than physically will lack in energy and vital force. Such individuals should give special attention to body building as covered in the chapter, “The Building of Man Power.”

These executives whose energy is limited become tired in

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the afternoon and they should think out their important problems during the morning hours when their energy is at the highest peak. They should take care of their minor problems during the afternoon hours. Careful adherence to this program will increase their efficiency.

This mental executive is often more than usually fine in his feelings, and consequently dislikes to be even legitimately aggressive. He likes peace and harmony to such an extent that his attitude toward this question is almost "peace at any price."

He must realize that no executive office can be held without at some time crossing swords with others, and he should develop an active fighting spirit to use when occasion requires it.

It is well to suggest here that this mental individual, when he does maintain his position in opposition to others, usually does so in a passive manner rather than aggressively.

It takes persistence, determination, and will power to hang on but unless there is plenty of energy and self-confidence this staying quality is passive and has no fight behind it. The amount of energy the individual has usually limits the character of these qualities and the degree of their activity.

Often it is better to relinquish an objective altogether than to hang on without fighting. He should then use the energy in some other direction where there is the enthusiasm to fight. Tenaciously holding to a purpose in a passive way does not usually win. It is tenacity with fighting spirit that wins where others fail.

This type of executive, because of insufficient energy,

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often lacks decision and deliberates too long on minor problems. He should learn to trust his instant decisions in such matters and act upon them at once.

Particular emphasis should be laid upon the necessity that the ~~the~~ "top-flight" executive develop and use accurate judgment, at least reasonably prompt decision, and positive action.

The executive mind of financial and judicial trend (the "form" type of mind is described in the last chapter of this book, "The Building of Man Power") demands to know all facts relative to a problem and requires a careful consideration of these facts before making a decision. This "top-flight" executive is often slow in decision to the point of being definitely indecisive. It is so much easier for this type to ponder, dream, and postpone than it is to drive through to a decision which when made requires the further step of action. Indecisiveness is just a bad habit which can grow amazingly.

Dilatory and hesitant decisions by a "top-flight" executive can cause widespread loss of confidence by assistants and sub-executives.

As the whole tone of a business is dependent upon the character of the decisions of its "top-flight" executives, over-cautious, inconsistent, reluctant, and postponed decisions or changeability, can build up an atmosphere of doubt and uncertainty that will permeate an enterprise to its far reaches.

A notable lack of decision by executives in high places can cause an established business to "lose face" both with competitors and outside contacts.

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Success in business demands that "top-flight" executives be constantly alert to the possibility that they may be remiss in this particular. Build decisiveness as a habit—it is definitely important.

The "top-flight" executive, because he is in supreme authority, should guard against becoming abrupt, opinionated, intolerant, arrogant, or arbitrary. All or any of these traits can creep into a personality when he is under pressure and can prove to be decidedly detrimental to co-operation and harmony.

Sometimes an executive who has held broad authority over a long period develops a despotic attitude toward other executives. This type can get a warped mind and think that only he can do a thing and that he is the only one who really does things.

This overwhelmingly developed ego can cause him to become irritable and resentful because he imagines that fellow executives are not fulfilling their duties and are leaving them for him to perform, whereas he really is the one causing irritation, resentment, and antagonism in others at his wrong interference.

When an executive has reached such a condition of mind he is detrimental to himself and to his organization, for co-operation with such a man ceases to be possible.

The thought of, and desire for, power grows and an executive should guard against the development of such attitudes. He must maintain a just and balanced perspective in relation to himself and to his work.

The unjust criticism or the ill-considered opposition and the wrong manner of a despotic and arrogant executive will

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cause irritation and resentment to be built up in the other executives who are obliged to contact him. These victims can rise above such a situation. If they reason the thing out and control their feelings they can let disturbing conditions pass by without a ripple of feeling. They are then masters of themselves.

The "top-flight" executive because of his many responsibilities and ~~the~~ stress of his many duties seems to lose his human interest. He has the tendency to use himself like a machine and expects to use all others in the same manner.

Altruism, consideration, and human interest in others are developed traits and they must be cultivated constantly to be kept alive and grow. These traits are the basis of all understanding in human relations for they furnish the desire to understand which is the basis of true co-operation.

Every "top-flight" executive should take a broad interest in every associate and in every single employee. This is good for the executive, good for the employee, and good for co-operation.

The "White-Collar" Executive

HUMAN material naturally divides itself into classes, and the occupational classification into which certain material falls is partly due to inheritance and partly due to what training and environment have done toward the development of the individual.

Inheritance gives each person a certain type of body and mind and the inherited character of that body and mind is influenced greatly by the degree of what is termed "breeding" of the parents.

Just as the degree of breeding gives the blooded horse, cow, dog, or hog certain fineness in line and valuable qualities in its makeup, even increasing the intelligence, so does breeding (a long line of cultured antecedents) give to the human being a certain inherent fineness that is easily recognized in his appearance and in his actions. With this fineness both the body and the nervous system are often more perfectly organized. The makings are there for the development of a better than usual mind and body.

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Poor material well developed by unusual training and environment may become superior to good material undeveloped and gone to seed, but if given equal opportunity and the will to succeed the chances for advancement are in favor of the good material.

Water will seek its own level and as a general rule this is true also of man. He will gravitate naturally toward the class of work to which he is best suited. Although he may not reach the exact branch of work within the class to which he may be best suited, he will at least be in the right group of workers.

We, therefore, find that "top-flight" executives, "white-collar" executives, office employees, plant and shop foremen, and plant and shop workers naturally gravitate toward their own level and special likes in employment.

In this chapter about "White-Collar Executives" it is found that on the average both the executives and the employees under them use their minds more than their hands. They are in the administrative part of the business and the majority probably are rightly placed in brain and office work rather than in mechanics and hand activity, etc. There are a number, of course, who are out of their "class" and would be more valuable as hand and head workers than in the office field.

This is because the emphasis has been to give everyone higher education, whereas the emphasis should have been to first consider the material and then to educate it along the set lines to which the material is best adapted. Too many good mechanics are wearing white collars, making a mediocre living, and doing only a fair job, whereas they could

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have been real successes if they had been trained in other fields. They have college educations and develop the tastes of that class but they do not profit by it because the education did not train and develop their best aptitudes. Wrong training and wrong environment have spoiled otherwise valuable material.

If the business is mechanical the executives, aside from the technical men, should have the ability to at least comprehend mechanics, even if they cannot actually do mechanical things with their own hands.

Many of the suggestions given under the head of "The White-Collar Executive" apply specially to this particular class of worker, but a number of the suggestions will be found almost equally applicable to the plant and shop foreman.

"White-collar" executives and office workers on the average are found to have the higher standard of education and mind training that consequently enables them to grasp the meaning of verbal instruction quickly. They can think in the abstract, whereas both plant and shop foremen and plant and shop workers always prefer to have a concrete demonstration when they are instructed.

In other words, the school educated person is more intelligent in thinking, and the one of limited book education usually is more intelligent in doing things with his hands. The difference in training, both educational, has developed the two different aptitudes and both, equally, have their place in the world economy.

The "white-collar" executive must have a good vocabulary as most of his instructions to others is done by word of

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mouth, whereas a foreman in plant or shop is more inclined to teach by doing and demonstrating the thing to be learned.

Therefore, a good executive should have a broad vocabulary and should cultivate a vibrant voice with clear enunciation so that he can teach with words. The plant or shop foreman tries out a new worker and places him accordingly; the "white-collar" executive usually will select his new employee for some special work for which he has had training and advance him because of special abilities in a certain direction. Every executive should study and build up each employee under him with a view to advancing him as he is fitted for it. Employee appraisal is part of an executive's job.

As most of the work of the "white-collar" executive consists of details, he should particularly cultivate system in his manner of thought and orderliness in the placing of material things. The use of system and order is a definite help to memory as it is much easier to remember what has been logically placed in the mind or carefully placed on or in the desk. System and orderliness should be drilled into every employee.

The doing of details is disliked and found irksome by many executives, and in such cases the doing of them causes the growth of irritation. The more often one becomes irritated the less it takes to cause irritation and the executive who allows such a condition to grow soon loses his usefulness. The irritable individual soon will begin to visit his feelings on those under him by constantly nagging them and making criticism without reason.

This type of executive can wear himself out doing the

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details he should train others to do. He becomes so "set to an end" in his detail work that he only sees the things immediately in front of his nose and so has no plan for his work nor has he necessary foresight. This lack of planning and growing irritability can make more trouble for himself, by getting others at cross purposes, in half an hour than can be corrected in weeks.

He wants his finger in every one's pie and tries to build his ego by domineering others who have to take it.

Sometimes this same individual will talk about one employee to another to try to justify himself for what he should not have done. He will build many resentments and antagonisms in others, then blame them for their attitudes. He can easily become a disorganizer instead of a builder of efficiency. This executive must broaden himself and his thinking horizon, do less detail work, refuse to allow irritation to creep in, and build an understanding of others.

The emotional person who does details, because they are contrary to his nature, can become overcritical and fussy as a result of allowing slight irritability to creep in. Many executives who are in departments of detail, even though they are really detail men and like details, as a result of poor body condition, strain of work, home trouble or other causes, can become so gloomy, moody, fault-finding, and irritable that they are a detriment to any office, no matter how efficient in personal work they may be. The "white-collar" executive's job is to get the work done by other employees and not to do it himself. Any of the above attitudes will build resentments in the workers which preclude the possibility of their wholehearted co-operation.

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This executive should change his mental attitude by body building and relaxation or his superiors should recognize the situation and relieve him of authority.

A common fault among "white-collar" executives—based on the lack of self-confidence in action—is a tendency to postpone until tomorrow what should be done today. This applies particularly in the changing of sub-executives and in the censure or discharge of employees.

These personnel problems are important and should be decided upon promptly and acted upon at once. Reluctance to act upon unpleasant personnel problems because of lack of self-confidence and over-sensitiveness is such a usual fault that "white-collar" executives should check themselves on this point.

There is a time for an executive to talk and a time for him to keep still. An executive must learn to use judgment and develop control of his words, feelings, and actions. He may have the correct answer and know it, but because of certain present tensions in others or other cause it may not be the right time to express himself. Exercise of judgment in this will increase his value and make for co-operation and harmony but he must be sure not to use this thought just as a reason for silence when an opinion should be expressed.

Remember that although it is important in many cases for an executive to get special work out almost on the moment, to allow one's self to build that inner feeling of pressure does not increase the speed of one's activity, alertness, or efficiency, nor does it improve the work of the group. It actually depreciates it. Therefore, no matter what the con-

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dition of urgency, do things in a relaxed way and refuse to allow pressure to cause resulting tensivity to be built up within.

Executives should use pencil and paper more than they do. No matter how perfect the memory may be the executive should carry a notebook or blank cards in his pocket upon which to make memorandums. Why tax the memory to remember a whole list of both home and business duties when they may be listed in a notebook, thus leaving the mind free for other thinking? Thousands of good creative ideas are lost daily because they are not recorded at the time they present themselves.

An executive should have a set time daily when these memorandums of creative ideas could be reviewed and thought devoted to them. The ideas that upon second thought appear good should be worked out in full and presented to the proper authority. There will be many that the review will show are not of real value. If only a few good ideas in a year are captured in this way the notebook user will be amply repaid.

Some executives have allowed a bad habit to develop. They feel that they must do everything that comes to their mind or to their desk, on the spur of the moment. There are only a few problems that require immediate action. The spur-of-the-moment habit breaks up concentration and uses much time and energy uselessly.

The memorandum pad should be used to note items for future attention, then they should be dismissed from the mind. Once or twice a day, according to the type of business, memorandums of this nature should be reviewed, classi-

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fied, and acted upon. Many items under the same classification can be cared for at one time. This is particularly true if the items require trips to a distant part of the offices, shop or plant.

Every executive should cultivate the habit of making notes during or after an interview and always during a telephone conversation. The memorandum pad should be adjacent to the telephone, with pencil attached so that it may be taken up as the telephone is put to use. This habit is a valuable one to establish and is routine with most alert executives. They have trained memories, but why tax the memory or trust to it when pencil and paper can make a reference record.

Pencil and paper can also be used successfully by the indecisive individual. If it is a new problem, jot down the advantages of favorable action in one column and the disadvantages in another. By the process of elimination cross out the points of equal weight in each column and thus the problem will have been made concrete and a decision can be arrived at. This method helps to concentrate and keeps the mind from wandering.

An evenly balanced personality is important in the exercise of authority by the executive and office manager. It is easy to develop a stern, overserious attitude that can create an atmosphere of prison walls. Discipline exercised with judgment in the office is an important factor. Lack of discipline in a department of many employees can mean real loss in efficiency as well as in dollars and cents.

The opposite of the overserious office executive is the one who loves all people so well that he wants the approbation

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of all his employees. He is good natured, laughing (not smiling) most of the time. This executive is taken advantage of by all. An executive, no matter what his inclination may be, must hold himself to some extent aloof from employees if he is to have the respect that gives him the authority and the ability to enforce discipline.

The executive of office management requires special training. System and orderliness in thinking and in doing things are very important and he must be a detail man with executive ability, which is not a usual combination.

The detail man tends to want to do things himself. He often is fussy about the way things should be done, rather than particular as to whether they are done systematically and in an orderly manner.

System and orderliness in an individual indicate a mechanical trend that is necessary in an office manager as he must understand the operation of the mechanical equipment of the modern office. He also must use planning and constructive ability in placing employees and equipment so as to economize space and time.

The office manager must be thrifty although not penurious in the purchase and use of supplies. If the office force is large, laxity can cause a substantial leakage.

The efficient office manager will read trade journals and study new time-saving devices and new practices that will increase the efficient and the economical administration of the office.

An office manager usually has both men and women workers which in itself results in problems that require a real understanding of human relationships. Many efficient

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employees in this class are sensitive, "touchy," and some even feel superior to their fellow employees, which makes them difficult for the office manager to handle and causes trouble in the group. An over-degree of sensitiveness often is found in the individual of good breeding and the over-sensitive person frequently is both self-conscious and diffident. These persons want to meet others halfway and make friends but can only go so far and then pull back. They cannot quite make the grade. They sometimes cause group feeling that is difficult to handle.

These individuals should be told to study others and learn to fix their minds and their eyes in observation on strangers. In doing so it will keep their minds off themselves. If over-sensitive persons will practice this method they can to a great extent overcome this handicap.

Every office has its rush periods and the manager must gauge his office force carefully to see that the number employed can take care of the rush without having a surplus during slow periods. A top-heavy office force means definite leakage which is easily built up unless watched closely. Because the "white-collar" executive and the office manager often are oversensitive, they are reluctant to censure and discharge incompetent or excess help. They should act at once. It is their duty.

The elderly office executive in charge of mixed groups from the standpoint of sex must not develop a fatherly attitude toward the young female workers. The father can put his arm around a daughter but the man who assumes this attitude in an office toward employees discredits himself. The impersonal and business attitude should be practiced.

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A well-trained female executive in charge of younger women often can pay her own salary by the amount of time saved in the understanding she has of how to handle women.

Particularly, can the "white-collar" executive use the "heart-to-heart" talk to good effect in getting results. The office worker is intelligent and usually can be appealed to from the standpoint of intelligence and feeling.

Judicious praise and encouragement of "white-collar" executives and employees and their inspiration can be the means of developing unusual material. Real understanding by the "boss" with intelligent counsel as to evening study can lift many a man from the ranks to an executive position.

A strictly impersonal attitude is most to be desired and saves trouble in many ways. An executive should keep his feelings under control at all times, for he has no right to express them. This has no reference to the expression of an executive's opinion. It only refers to the manner in which he expresses himself.

As has been shown the "white-collar" employees in most occupations use their heads more than their hands. Unless they are more than usually sensitive—as some are—they can be given constructive criticism and corrected publicly without causing resentment and antagonisms. Where the correction is of more than minor importance it is wise to establish the rule of giving criticism in private. It is an opportunity for a "heart-to-heart" talk which may prove valuable in building increased understanding and loyalty.

No executive at any time or under any circumstances has a right to relieve himself of a feeling of irritability or resentment toward an employee by giving way to a temper explo-

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sion. One of the first lessons an executive of any level must learn is to control himself or he cannot control others.

Partiality, although less a cause for dissention among "white-collar" workers than among plant or shop workers, should be strictly avoided. The executive or sub-executive in this field should have no particular personal likes or dislikes. Noticeable favoritism should most certainly be avoided as it causes trouble for the one toward whom it is shown and can be the basis for group antagonisms that are distinctly destructive to the best performance of work. Again the application of the impersonal attitude is emphasized.

No executive can serve two masters. If his job is worth while it is entitled to his undivided effort. This means that no executive should have an outside business interest that requires a good deal of his personal time and energy. Such a business will detract substantially from his value as an employee and will militate against the possibility of his advancement.

An organization has a right to expect complete loyalty from an executive. If he has other business interests that require his active participation it is only human that his executive position take second place and that his loyalty be tinged with selfish interest. This should not be.

An executive who is selfish has a tendency, even though co-operative, to consider himself first in his co-operation. In other words, his own desires in an issue will outweigh the good for the greatest number and can influence adversely his fairness in contacts.

Special attention should be given by "white-collar" ex-

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ecutives to the development of self-confidence and self-assurance. Because their mental side usually is inherently more active than their physical side they tend toward mental pursuits. Strictly mental persons often lack these qualities and they tend to dodge responsibility instead of being glad of the opportunity to assume it. They should change their psychology from a negative to a positive attitude; they should cultivate a feeling of sureness in themselves and refuse to allow the thought that they cannot do a thing. They should build their bodies so that they will have the energy that will make them eager for responsibility rather than be reluctant to assume it.

Lack of self-confidence and of self-assurance can cause the executive to be hesitant in reasoning from the premise to the conclusion. He will be fearful that his reasoning is not correct. He must change his manner of thought.

Well developed and active bodily conditions are the basis of physical courage which results in an actual lack of fear. Therefore, bodily development can increase physical courage. Moral courage is based in development of the mind that can give the will to do things. Moral courage is brought to bear in actually doing things, although the person is fearful and timid, literally using the will to drive through in spite of a feeling of inadequacy. It takes mental development and mental control to produce moral courage.

Self-confidence is derived from the feeling of sureness that comes from having courage and the development of both mind and body will materially increase self-confidence and self-assurance. The last chapter, "The Building of Man

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Power," gives suggestions for the building of both the body and the mind.

The executive who lacks self-confidence and is overconscientious often seems to think that he is not giving full service unless he is busy every minute of the day doing some definite thing. An executive cannot do one thing and concentrate upon another.

An executive should plan for and welcome the time to think. It is the highest duty of the executive to meditate both upon problems and creative ideas. The overconscientious executive should broaden out, gain confidence and think progressively whenever he can take the time to do so.

This overconscientiousness results in the individual who is definitely accurate in his work but because of his lack of self-confidence and exceeding conscientiousness he, like Amos and Andy, constantly "checks and double checks" his work before passing it on. An executive should watch himself in this and look for this type of individual among the workers and insist on his relying upon his first findings.

He must be made to have confidence in what he does, and he will then be able to do nearly twice as much work without using more speed in movement and with no greater energy expenditure. Useless checking and rechecking materially lessens work production.

This individual should be judiciously commended for his accurate work and told to think positively of his abilities so that he will become self-reliant and self-assured at all times. His confidence can be built up by calling his attention to the few mistakes he finds, if any, in rechecking his work.

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He has proved his accuracy hundreds of times so why not rely upon it?

No executive should depreciate himself because of lack of self-confidence. If authority and responsibility are tendered to him he should accept at once. The superior executive who places authority in him probably understands him better than he understands himself. It is the duty of the "top-flight" executive to judge correctly the capacity of his sub-executives.

No executive should allow himself to take on a "don't care" attitude. This can happen for a number of reasons, but no matter what the cause he is wrong to allow this feeling to control. He should shake himself out of this feeling or seek other employment, for in this mental condition he is injuring himself and cannot do justice to his employers. He is a bad influence on other workers.

It is the duty of an executive or foreman not only to tell a sub-executive what is to be done, but if the sub-executive is untrained also to suggest ways and means of accomplishing the desired end. Some executives believe in simply telling a sub-executive what his job is, then leaving him to work out his own salvation.

This attitude can be carried too far. The desired *result* of the sub-executive's work should be clearly set out by the executive and if the sub-executive is trained in his field of employment he should be left to obtain the result in his own manner. This gives him the opportunity to develop his own initiative and makes him more valuable in his work. In other words the act of teaching should neither be underdone

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nor overdone. Either is bad and thought, judgment and understanding must be used in the teaching.

It is the duty of all executives or foremen to see that their assistants, both sub-executives and employees, are properly trained before placing the burden of responsibility for decision and action upon them. If the man is not adequately trained and makes a mistake the executive or foreman whose duty it is to train the man is the one responsible for the error and not the man who makes it.

This does not mean that a sub-executive should be nursed too long. To delegate authority and to insist upon responsibility is an important part in training others, but the executive must be sure that he has done his part in first training the man.

· A sub-executive must be willing to learn. He must be open to criticism, suggestion and instruction without allowing himself to be irritated or to become resentful or antagonistic. Some criticisms may appear to be unnecessary, but the employee should accept them without feeling and try to profit by them. This is only a matter of mind training and feeling should not be allowed to creep in whether the criticism, after consideration, appears to be just or not. Some men reject all criticism and will leave good employment rather than take it. Fortunately, the number of these men is few. They are their own worst enemies.

Some "white-collar" executives who otherwise are fine executives allow tensivity to develop and become almost constantly irritable. This results in a desire to criticize everybody and everything in large matters and small, whether there is just cause or not. Such a condition is destructive of

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efficiency, harmony and co-operation in both the executive and those he has criticized. When such a condition develops it is time for the executive to take a vacation. When he takes up his duties again he must learn to do things in a relaxed manner instead of allowing tensity to grow. He must also, as explained in the chapter, "The Building of Man Power," give daily attention to his body building, which will give him the basis for a relaxed manner. (See preceding chapter regarding relaxation.)

As drinking water is such a necessary part of health and is so much neglected, particularly by the "top-flight" and "white-collar" executives, it is suggested that a small stand be placed by the side of the desk upon which should be placed a quart Thermos jug and a glass. The jug should be filled each morning by the executive's secretary, and with the water in sight the executive will take a drink many times a day.

This is a fine habit for all to establish. This Thermos jug idea is routine in many offices and should be routine equipment in every office. It is important that drinking water be easily accessible to every employee.

Every executive or sub-executive should be careful not to infringe upon the rights of another executive. For instance, no one should use the stenographer that belongs to another executive before asking permission. This is a small thing that if constantly repeated may cause real trouble. Be considerate of other's rights, both large and small. First ascertain whether her time is free, then get permission from her chief.

Because of its great importance, it is again suggested that

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every administrative executive should try, no matter how many his burdens, to take a passing personal interest in each employee. A pleasant word for each person contacted is a builder of true and full co-operation and loyalty.

A ~~plus~~ degree of energy properly controlled in its expenditure is an important asset in the sub-executive and worker, for it has been noted that there are many good men who allow this lack to stand in the way of their advancement. It is not that they should do more, or do it better, for they are efficient. But because of a lack of reserve energy they fail in the alertness and snap that would put a liveliness into everything they do.

This "energy plus" is the basis for ambition and its fulfillment. It makes the difference between being satisfied to stay in one position all one's life or wanting and working for advancement. This "energy plus" does not express itself in words, or unusual speed of action or thought, but it is a sustained, controlled force within that speaks constantly. This fine edge attracts the attention of the higher-up executive. This reserve energy, other things being equal, is the factor that makes the man outstanding. A "plus" degree of energy can be developed.

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THE caliber of the superintendent in charge of a plant or shop is definitely a gauge of his working organization. What *he is* sets the standard for all his assistants and sub-foremen. The selection of foremen, whether done by the superintendent or his first assistant, is a definitely important job. Selection of competent men who really are foremanship material is the basis of continued successful harmonious operation.

The superintendent must keep prominently in mind that most workers have only the mental capacity to work with their hands, directed by their minds, and because of this mental limitation they will always remain on the level of the worker. Foremanship material is on a higher level mentally and represents the worker who has been gifted with mental equipment of broad scope and, while working with his hands, has gradually developed his mental equipment to the point that he is ready and able to use his mind instead of his hands. He has become a more balanced individual and

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can use either his hands or his mind or both in his occupation. He has changed from being dominantly hand-minded and has become dominantly mental. Whereas formerly the work of his hands was his chief capacity now his ability to think can be his chief source of earning power. The material selected for foremanship must be of the mental caliber that can change from a hand worker to a successful brain worker.

Plant and shop foremen, sub-foremen, and working foremen must be teachers and leaders if their organization is to produce.

Practically all foremen have advanced from the ranks of workers. They have put in years doing things with their hands and many have gained their technical knowledge the hard way in the school of experience. They must learn from experience how to do every operation. They must teach it to others. When advanced to foremanship the man must put his head to active use instead of his hands, for he must show and tell the worker what to do and how to do it. He must be able to explain.

In the selection of foremen the superintendent must keep in mind that he has to support the actions of the man he selects. This thought alone brings careful deliberation. All executive, foremen, and sub-foremen selections should be made solely on the basis of competency and fitness and not because of any other consideration.

The foreman is the hands and the mind of the superintendent. Through him the superintendent contacts and speaks with the worker. The foreman must be in complete and full understanding with both the superintendent and

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the worker, for he is the sole contact between the worker and management. The worker judges the management by his estimate of his foreman.

If the twelve traits and abilities listed in chapter one are used as a gauge and the selected material rates well on most of these points he will make a successful foreman.

A foreman must observe closely, study and understand each one of his men—for each one has a different combination of traits—so that he may be able to teach him and earn the worker's good will and respect. As a teacher the foreman must study the members of his group individually, both with his eyes and with his mind, so as to understand each and recognize their differences.

It is important to emphasize that the foreman must be a teacher and not a doer, for what he himself does with his hands in the way of work is of comparatively little importance. *The foreman's job is that by teaching he multiply his own efficiency by putting that efficiency into each of the workers in his group.* He must have patience to show over and over again how to do a thing, and to repeat his instructions by words many times where repetition is necessary. This is real foremanship.

In taking an inventory of a man's foremanship qualifications one was asked, "If you had told and shown a worker how to do a thing twice and he still did it wrong, what would you do?" The answer was, "I'd do it myself." This would be wrong. This man acknowledged that he would not have the patience to repeat the instruction a dozen times if necessary in the end to produce an efficient worker.

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An unusually efficient man, working as the assistant to a shop superintendent, was hired by another company in a similar line to be superintendent of a new plant. This man was so efficient in doing things himself that it interfered with his ability to teach, nor did he have the vision to plan or construct an organization. In less than six months he was demoted. Although an efficient worker he did not have the necessary executive traits. He was a doer but lacked the mental scope to be a "top-flight" executive. He could do the things himself with his hands unusually well but could not transfer his efficiency to those under him.

As the twelve essential executive traits and abilities outlined in chapter one are so important in foremanship and sub-foremanship, the remainder of this chapter is classified under those numbers and headings.

1. TEACHER AND LEADER

The foreman who learns to be a good teacher has accomplished much. The success and future advancement of a foreman depend upon his ability to instill, by teaching, his efficiency in the group entrusted to him. It is a trust worthy of the metal of any good man.

Every foreman and sub-foreman must realize that there are two ways to teach and that both take the utmost patience. Most foremen because of their early training to do things with their hands and their efficiency in action, prefer to *show* a worker how to do a certain thing. Because they know it so well themselves it is easy for them and they do it rapidly; but, fast or slow, showing is not enough. The foreman must cultivate the power of self-expression to *tell*

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the man how to do it while he is showing him and tell him in words that the worker can understand.

The foreman or sub-foreman must literally put himself in the place of the one he is teaching. The foreman must require that the one who is learning shall understand and cultivate the ability to express himself and to repeat after him what he tells him. At the same time the foreman must see to it that the man follows his every movement. The man who can repeat in his own words the instructions given and do the same thing with his own hands has really made the operation a part of himself which he will not forget.

In other words no matter how many times you *think* a thing, until you have said it in your own words and have done it with your own hands it does not actually become a part of you.

It is also important when instructing how to do or how to make a thing that is a part of some larger whole, that the one who is learning be given a full understanding of the importance of his part to the whole job. The man doing the detail must be sold on the whole job and for this reason the whole performance should be explained to him and he should be shown what the relationship of the work he does has to the work that others are doing to make a complete performance.

Some men are particularly hard to teach. Their minds move slowly and they have no confidence in themselves. The best way to teach them is not to go directly to the meat of the problem but to take the time to use word illustrations, etc., explaining the desired end. Up to a certain limit

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time used in this way is well spent for the slow ones seldom forget what they once have learned.

The overefficient man takes such pride in his efficiency and has so much egotism that it is very difficult for him to stand at one side and tell some one else how to do a thing. His fingers fairly itch to do the thing himself, as he feels that there is no one who can do it as well as he. This man's overefficiency is a handicap to his possible success in foremanship and he must build into his mind a foremanship attitude to let others act while he directs them how to act.

One of the primary rules of teaching is to give the reason "why" for everything that the pupil is told, for this builds the reasoning faculties, creates interest in the work and satisfies the one who is being taught. This is found to be the way to teach children and applies equally to grown-ups. If a foreman gives the reason "why" the thing should be done just so, even if he is abrupt, it takes away the tendency to cause hurt or resentment. It softens the manner that otherwise might be too harsh, and if the one taught learns the reasons "why" he remembers what he learns.

Talking is an art in any field and foremanship teaching and instruction are greatly dependent on talking with thought and showing how a thing should be done. Talking requires a broad vocabulary to explain constructively, to form the sentences in such a way to make the material understandable. A good voice is needed with the ability to enunciate clearly so that the one taught may get the instructions without difficulty and without the necessity of repetition. A vibrant and well placed voice can be acquired by

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developing it which means much in the exercise of authority.

Every person can talk in a high voice or a low one. Learn to talk in the lower register of your voice and throw the voice forward. A good exercise to develop a vibrant voice is to hum a scale each morning with your lips heavily compressed, thus throwing the sound forward. This will stimulate the sinus cavities and the membranes of the front of the face that are the sounding boards of tone.

Learn to talk with the lips. Do not curl the upper lip upward and back and the lower lip down in trying to enunciate clearly as some do, but draw the rims of the lips toward each other and enunciate or form the words in the front of the mouth with the middle of the upper lip. Few persons learn to use their lips in enunciation but a good, well placed and pleasing voice with a tone of authority is a valuable asset. Breathe deeply and control the breath out-go in talking. Good lung capacity also adds vibrancy and volume to the voice.

Use the simplest words that will express what is to be said so that your conversation may be within the reach and understanding of all. When a foreman corrects an employee for wrong behavior or when he teaches him, it is wise to talk from the company standpoint and avoid using the pronoun "I" as much as possible. This adds company weight to your authority and also keeps you on the same level as the man you are talking to. The frequent use of "I" implies egotism, which the worker resents.

It is found to be good psychology in teaching and in correcting others to use as few negatives as possible; always tell

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the man *what to do* rather than to tell him *what not to do*.

Remember, in teaching, that a "listener" is slow to get what you say and often gets only part of it. Therefore, repeat the important ideas and vary the words you use and the way the instruction is put. The mind is an intricate mechanism and in one person certain words and certain groupings of words will convey your meaning, while to another person the same material may not be understandable. Broaden your vocabulary to fit all needs and take time to talk slowly and quietly and well. Emphasize the particular points. Do not use a tense or an excited manner in teaching. Be calm, self-assured, and master of yourself.

A foreman who is really anxious to advance can practice the tone of his voice and the use of words while dressing in the morning or while walking or driving to work. Make a practice of doing this while alone and note the improvement.

It is the duty of every foreman to appraise his workers from the standpoint of possible foremanship material and to try to advise those whom he feels have real possibilities. He may refer them to others for advice regarding study courses that will prepare them for advancement. He can also, without showing favoritism, give these men some encouragement from time to time as it will help to keep them consistently at their studies.

No foreman needs to fear that by teaching others he will build up men who may take his place, for teaching others is the best possible education for the foreman himself. As those he teaches improve, so will he improve and become

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more valuable in his work. The foreman's aim should be to make himself so good that no one can take his place except as the result of his own advancement.

The material on teaching in chapter one applies equally to foremen as to all types of executives.

In teaching, always remember that it is easier to impart and form new ideas and methods that are right than it is to do away with wrong ideas and methods. Therefore, take the time and use thought to insist that your men get what you teach them correctly in the first place. This is important.

A foreman must try not to become discouraged in his teaching or his work. He must have faith that he can accomplish what it has been given him to do. No foreman, by word or action, can afford to allow his men to detect any discouragement, for every man of his group is dependent on the self-reliance and courage of his foreman.

2. THE MANNER OF DOING

The manner in which a worker is handled by the foreman is particularly important. The real understanding of men probably is more important in foremanship than in any other executive field. Workers use their hands and heads in the accomplishment of their jobs but use their heads very little in trying to understand the psychology of their foremen and fellow workers. They just do not care about that sort of stuff except as it directly affects themselves. Hence it is up to the foreman to understand his men even if they do not thoroughly understand him.

Both foremen and workers seem by their actions to divide themselves into two groups. Those who are extreme in their

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actions are easily recognized as belonging to one group or the other.

The traits that are noticeable and that make the division of groups are emotionalism, feeling, sensitiveness, imagination, and responsiveness. Such persons, like many other people, are light-hearted, happy, and are tactful and sympathetic toward others. Because of these traits they often are called "easy." Members of this group usually can be handled easily where kindness and tact are shown. Members of the other group have very little feeling and emotion and are not sensitive or responsive. They are serious and practical. They like very few people and have many prejudices, deep dislikes, resentments, and antagonisms. They are positive and unyielding and are for these reasons called "hard." Members of this group usually are definitely efficient, but because of the above traits may be difficult to handle.

Every foreman or worker is really either "easy" or "hard." Some are very "easy," some are very "hard," and these are the ones readily classified and recognized. Those who are not so definitely either one or the other fall into their proper groups when their actions are studied closely.

It is noted that an "easy" foreman tends to handle the "easy" workers successfully because as they are like himself he understands them better than the ones unlike himself. The "easy" foreman often finds difficulty in handling the "hard" workers and it is from them that he gets the name of being "easy."

The "hard" worker does not understand tact or sympathy for he has none and he takes advantage of those who show these traits. He can be handled best by hard, direct talk and

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manner. He has very little feeling, is not easily hurt, and likes directness.

The "hard" foreman is direct, short, and abrupt in manner, knows what he wants and expects to get it in the quickest way possible. He understands the "hard" worker and handles him the way he likes to be handled. He knows that the "hard" worker has practically no feeling or sensitiveness and can be hurt only through his egotism and pride. The "hard" worker knows that he cannot put anything over on the "hard" foreman and seldom tries to, for this foreman says what he wants the first time and means it. The "hard" foreman understands the "hard" workers and the "hard" workers understand this foreman and he gets results from them.

As this foreman lacks sensitiveness, only likes a few people and has little tact, he does not understand the workers who have these feelings. The abrupt, short, and intolerant way which is acceptable to the "hard" worker and gets results, cannot be used with the "easy" workers, for it causes hurt feelings and they become "sore."

Every foreman and worker talked with recognized this division of foremen and workers and each one acknowledged difficulty in understanding the group to which he did not belong. Therefore, the "easy" foreman must learn how to be "hard" when it is necessary. The "hard" foreman must learn to be less abrupt, and short, less serious and hard, and even learn to smile when handling the "easy" worker. A smile will take the curse off a lot of hard words and should be used often by the "hard" foreman. The "hard" foreman never need fear that the worker will think him "easy" be-

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cause of the smile. They feel and know that they cannot take advantage of this "hard" foreman, smile or no smile.

In foremanship there is only one right way to correct the error or the intentional misdeed of a worker, and that is to call him to one side, or to the office if the foreman has one, and there talk it over with him. It is wrong to "bawl out" or correct any worker publicly. To "bawl out" the "easy" worker publicly holds him up to ridicule, which causes humiliation to him and results in making him "sore." To "bawl out" the "hard" worker results in a deeper reaction and makes him resentful and antagonistic.

To "bawl out" any worker publicly will multiply the foreman's grief from six to ten times. The man who is "bawled out" always has five or six friends who take sides with him. In every group, workers and foremen agree, there is a small percentage who are "hard" individuals, natural troublemakers, always looking for a chance to create dissension. They will at once egg on the friends of the man "bawled out." Thus, the foreman becomes faced with a collective opposition instead of the lone man criticized. The foreman, for his own good, cannot afford to let irritability or temper get the best of him and show it in "bawling out" a worker.

The "easy" foreman can handle "easy" workers with a "heart-to-heart" talk and get the results wanted, but if he is to handle correctly the "hard" worker he must build up a hardness that is naturally foreign to him. He must talk plainly, without apology, in a short, definitely hard way. The "hard" worker understands this manner and sort of language and no other.

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The "easy" foreman acknowledged that he tends to be "hard" only when irritated or angry. To talk to a worker in this mood will cause antagonism, which is wrong and harmful. He must be talked to in a hard, impersonal way, *without feeling*. This will get the desired result. To sum up:

If the "easy" foreman is tactful and apologetic when talking to a "hard" worker (the troublemaker), the worker will return to the group, laugh behind the foreman's back and say "he is easy, let's make some more trouble." And they make more trouble.

If the "easy" foreman is irritated and angry when he talks to a "hard" worker, because the foreman shows feeling, the "hard" worker returns to his group resentful and antagonistic, which means continued and future trouble, but—

If the "easy" foreman can call the "hard" worker to one side and talk to him hard, cold, positively and impersonally *without feeling*, the worker knows that the foreman means what he says and returns to the group put in his place and ready to work. The desired result had been attained.

It is absolutely necessary that the "easy," sensitive foreman build up this unfeeling, impersonal hardness if he is to handle these "hard" workers or they will wreck the discipline of the whole group.

One foreman stated that he "disliked trouble too much to want to be 'hard,'" but he was shown that this attitude, although commendable, could result in much trouble. There is definitely a time to be easygoing and mild and a time to be positive and hard and a foreman must learn when to be either.

Another foreman said, "I can be hard," but when he was

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asked if he had first to be irritated or angry before he became hard he acknowledged this was so. It is really difficult for the "easy" foreman to be hard *without feeling* for it is wholly foreign to his nature.

The "hard" direct foreman must learn to be more tactful and less abrupt and intolerant with the "easy" worker if he wants his co-operation. He must learn to smile and to show more sympathetic understanding and thus avoid creating a "sore" or disgruntled feeling in the man and his friends. The "hard" foreman because he is not emotional or talkative seldom "bawls out" a worker.

It is wise to note and to emphasize the definite difference that has been shown in the way in which criticism and direction affect the "easy" and the "hard" foremen and workers.

Because the "easy" foremen and worker are emotional, sensitive, and imaginative and therefore easily hurt, when corrected in a hard or wrong manner they become disgruntled and lose heart in their efforts. When this condition has been developed it is possible that they may even imagine slights that do not exist or that were wholly unintentional and thus become "sore" without just cause. These men like happiness and should be handled with appreciation and kindness. Usually, however, they do not become sullen or surly.

Because the "hard" foreman and worker are not emotional, not sensitive, and have very little feeling, but are set, opinionated, tenacious, and resistant, their attitudes are deepseated. When corrected or directed in a wrong manner they become resentful, which leads to antagonisms. These

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resentments can constantly deepen whether the wrong treatment is repeated or not as they harbor and brood over the hurt to pride and egotism. If the "hard" individual has a full share of energy this will give him the desire to "get even," and he will then become dangerous to himself and to others. He becomes the deliberate and intentional troublemaker. If the "hard" worker lacks energy he will become sullen and surly and unsocial instead of vindictive. Because this type is sometimes moody and broods he may blame and become resentful toward others as a result of some condition which is his own fault. His mind can be so self-centered that it can become warped.

It is important to get the distinction between the "easy" and the "hard" individual and their reactions. The "easy" foreman is inclined to be too trusting and to take a lot for granted. He is not as watchful as he should be. He must learn to observe which are the easy men to handle and to be able at once to put his finger on those who are the "hard" disturbers and intentional troublemakers.

This "hard" man often literally wants to be resentful and is hoping for an opportunity to show it. He seems to enjoy his resentments and so intentionally builds them up and tries to make big things out of little ones. He has even been known in his employment to keep case histories of every little thing that has trouble possibilities.

The foreman under present labor conditions may not be able to eliminate such a man, but he can learn to know him on sight and be "hard" and positive in the exercise of his authority over him. This type can seldom be won over with

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a heart-to-heart talk, but sometimes can be appealed to through reason. Persuasion seldom works. He must be told, and by the exercise of authority be made to do things.

The foreman must not only understand these men but he must realize the effect they are likely to have on him. The "easy" foreman dislikes to "call" a man and therefore tends to postpone doing so, but as the "hard" disturbers quickly multiply the trouble they are making, they must be stopped at once. If these men are not understood at the beginning they make the "easy" foreman irritable; as the trouble increases and spreads, the irritation will end in temper explosions and this is where he first "bawls out" his man. If this foreman continues to do so he will have changed from the use of a good and right manner in handling his men into a bad and wrong manner. A foreman should study this question carefully and refuse to allow the wrong manner to develop, for it is far easier by watchfulness to maintain a right manner than it is to correct the wrong one when it has become an established habit.

Watch the little mistakes in foremanship as from them the larger ones grow.

The "easy" foreman does not create resentments or antagonisms toward himself, but unless he is watchful, because he is "easy" some hard and domineering member of his group may undertake to ride other workers or assume some of the authority of the foreman. The foreman who allows such a condition is not only "easy," he is weak. This is another case where the "easy" foreman must cultivate and use a firm, unfeeling hardness toward such a man.

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3. SELF-CONFIDENCE AND SELF-ASSURANCE

A foreman is superior to his workers or he would not have been placed in authority. He must remember that he is superior and it will add to his self-confidence and self-assurance. He must not only express his self-confidence in action and carriage but he must feel it within himself if it is to have the right effect.

A foreman who lacks self-confidence and is fearful may have a belligerent attitude. This will make it appear that he has a chip on his shoulder and is expecting trouble and opposition. A foreman may develop an arrogant and domineering attitude, which is not really felt, to try to cover up his lack of courage and self-confidence.

The executive and foreman should study themselves and others to recognize the vast difference between slight aloofness of dignity and real superiority and the aloofness that is shown as the result of lack of self-confidence. The former gives added authority of bearing whereas the latter will build a wall between the foreman and his men and will breed distrust.

Supersensitiveness and differences show a foreman to be ill at ease and hesitant in the exercise of authority and cause a holding back in the approach toward his men. These traits are not often found on the foremanship level but when they are they prove to be a bad handicap which must be recognized and conquered by the foreman in the manner suggested under this head in the chapter, "The White-Collar Executive."

Most foremen have learned through years of training as

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workers to have confidence in the knowledge they have acquired and the way they do things, but many seem to have neglected the study of men. They, therefore, lack understanding of them, which results in lack of confidence in their ability to handle them. The foreman must study men and understand them to build his confidence in handling them.

4. JUDGMENT, DECISION AND ACTION

The ability of a foreman to use judgment, to decide and to act means his success or failure. On all familiar matters at least his decisions must be quick and he must require immediate action. A foreman's ability to decide and to act often will mean the difference between an accident or the safety of himself and the workers of his group.

In the chapter, "The White-Collar Executive," it is stated that all problems should be settled by the first executive to whom they come and who has the full facts upon which to act. This rule should be followed by foremen and sub-foremen. Every question should be settled by the first foreman or sub-foreman who has the knowledge and authority to settle it. Foremen and sub-foremen should be made to decide all detail problems and assume the responsibility for their decisions as part of their training. Enforcement of this rule upon sub-foremen eliminates much of the detail that crowds many foremen. If the problem honestly cannot be settled by the one to whom it comes it should without delay be passed up to the next higher in authority and so on until the problem reaches the one who has the knowledge and authority to act.

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5. ACCEPTANCE OF RESPONSIBILITY

A superintendent is seldom within reach so the foreman must accept responsibility. The foreman is alone responsible to his superior for all that happens within the scope of his work and the work of his group. A foreman should be alert, keen, direct, and certain of the way he does things himself, as this stimulates the group under him to be alert and keen.

A man who said, "I always take the back seat," cannot be a foreman. A foreman must be sure and master of himself.

One high-up plant executive said, "I was hired to do as I am told and have been doing it for twenty years." This man was efficient in every way but it is important to remember again that good traits can be overdone. Such close obedience to instruction that it stifles initiative and creative ability limits possibility of advancement.

The foreman or executive who does not develop his initiative, resources, and ability to assume responsibility shows a weakness that should be overcome. This also shows a weakness in his superior in that he has not developed and encouraged these valuable qualities in his sub-executive. No first class "top-flight" executive wants a "yes man" for an assistant.

6. PLANNING AND BUDGETING TIME AND EFFORT

A foreman must have planning and constructive ability. The placing of his men in the part of the work best suited to them and where each man is best placed in relation to his contacts with other workers is a big job that requires

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hours of careful study. He must plan the time of every worker so that a set schedule can be fulfilled, and that the work of his group may fit in with that of every other group.

Some workers have but one outstanding and valuable ability which the foreman must discover and place this man where he can use his one ability to the best advantage. Thus, the man who has proved a problem in the past can become a great source of satisfaction.

The foreman in construction, structural steel work, and heavy building must particularly plan the work and be of broader mental caliber than the shop foreman in charge of a group doing hard or precision mechanics. To do hard mechanics is usually a detail performance that requires special mechanical knowledge and to some extent a scientific trend, and is strictly a concrete and objective job.

The construction foreman must be able to picture the performance of his work in advance and so plan the activities of his group and the use of materials. To do this he must have abstract thinking ability and a finely organized and trained constructive mind.

7. IMPERSONAL ATTITUDE

The foreman who is "easy" seldom has any definite dislike, but he nearly always has so strong a liking for a particular member of his group, that it is enough to result in his showing favoritism. This is only another phase of partiality. He must not show his feelings in this way.

The foreman who is selective in friendship and likes few people but who has deep dislikes toward many individuals has a real problem to master. This individual forms strong

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prejudices and dislikes on sight and without apparent cause. He allows the attitude to continue without trying to analyze its cause.

These prejudices and dislikes can cause growing dissension in a group and the foreman must overcome his attitude. He should go out more socially and to make more acquaintances at work. He should study these persons closely. He should use his eyes and mind to observe people closely and then he will broaden his interest in people generally and the mental interest will increase his human interest. There is good as well as bad in each person and it is egotism and close to ignorance to allow one's self these positive dislikes without cause or reason.

Sometimes these dislikes are based on unimportant traits of the person disliked, whereas the foreman should realize that it is the bigger things in one that make a personality and which should be sought out and admired.

Deep dislikes and prejudices when shown in business contacts usually are the cause of showing partiality and must be conquered. But of all men in an executive position, the foreman is the one where if this trait is present it can cause the most trouble.

Some foremen form resentments toward workers in their group or toward some superiors. Such feelings warp their judgments in dealing with those who have caused the resentments and ruins their ability to co-operate. The foreman's antagonism, whether expressed in words or not, carries over to the group. The impersonal attitude must be adhered to.

The sure cure for resentments and antagonisms is to bring the mind to accept the fact that these feelings hurt

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no one but the person who is resentful. Irritation, resentment, and antagonism are the result of a surge of unpleasant emotion. The mind can, if trained to do so, control all emotion.

The ^{early} primitive man, unhampered by law, when he became resentful would injure or kill the object of his resentment but the mental training of civilization has taught that this is wrong. The trained mind now controls the impulse to retaliate. Why not train the mind to accept one further step and build in the thought that when irritated and resentful, he should say to himself, "This hurts only me." To center the mind on this effort will in itself put emotion under control and dissipate it.

Resentments actually cause the adrenal gland to eject poison into the system. The poison drives the blood out of the stomach so that it cannot take care of food and this is sometimes the cause of what is called "nervous indigestion." Constipation usually follows this sort of indigestion. Keep constantly in mind that resentment can accomplish nothing and injures only the one who is resentful.

Many men confirmed this physical effect of resentment upon themselves. They stated that it made their stomachs "hurt" while others said that their stomachs seemed to "turn over." These men also confirmed that in such a case they suffered the after-effects of constipation. One man said that his after-effect was dysentery.

Many sub-executives and good, efficient workers burn up their energies by deep active resentments because they do not advance as rapidly as they think they should. Such reactions are destructive to both the individual and to the or-

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ganization. They should turn these destructive processes into the constructive outlets of developmental work.

These men blame others for what is often their own fault.

When a foreman finds that he is inclined to be irritable he should stop and analyze the cause. It will be found that it is caused by weariness due to health conditions or work or home conditions that irritate. Again, it may be just a tense attitude caused by mental unrest. He should find the cause and do something about it.

If a foreman notes unusual or increasing irritability in a worker he should look for its cause. It may be home or financial worries, but it is more often something that has to do with the man's health. Many workers and some foremen were found to be neglectful of their teeth and they were carrying from two to five dead teeth. Some gave no attention to their eyes even when they acknowledged that their eyes did not focus or that they hurt for other cause. Dead teeth, particularly, and sometimes tonsils, or other pus conditions in the system, can cause greatly increased irritability even to the extent of frequent temper explosions. The foreman or worker who has dead teeth should have them extracted at once. To carry dead teeth is a real peril.

Eyestrain can be caused by wearing wrong glasses or by not wearing any when they are needed. Either can cause a growing irritability, but eyestrain is not likely to cause extreme conditions of temper explosions. Even a slight inflammation of the eyes should have immediate attention. The eyes are a man's most valuable asset.

A foreman should not only look for the cause of growing irritability in any of his men but also should report the situ-

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ation to the personnel department so that the cause may be sought. Active irritability and temper explosions are definite safety hazards.

* * 8 AND 9. ALERTNESS AND OBSERVATION

Read over again and study what is said about alertness and observation in chapter One. These are important traits for the foreman to add to his equipment and are well covered in that chapter.

Many workers vary in work efficiency and sureness of movement between the beginning of their shift and its completion. This sureness is regulated by the degree of energy that they have to expend. It varies greatly in different individuals. Some men never are tired, others actually are tired all the time. A foreman by close observation should try to gauge the amount of energy that each of his men has as it is important in placing him properly. When energy is low in these workers they may become a drag on other workers and therefore a safety hazard. The tired worker should strive to improve his bodily functions and thus create more energy. He can do so by the means outlined in the last chapter, "The Building of Man Power."

The foreman who is most interested in hard mechanics, such as automobiles, repair or precision instruments, etc., as compared with broader mechanics such as building, carpentry, cabinet work, etc., will get a visual mental picture of the activities and the operation of the machinery in his charge. Many of these men acknowledged that they had this ability.

This visual ability should be cultivated as a very valuable trait. A foreman can broaden this ability to include

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visual pictures of his men in action. This will materially increase his understanding of them. This same trait of being able to visualize is valuable as it gives the foreman with these trained eyes a keen vigilance and awareness of everything around him that is a strong factor in the safety of himself and his men. Those who have this ability always have well developed "muscle sense" which results in their having precision of hand and body movements. This question of "muscle sense" and dexterity of movement is covered more fully in the chapter, "The Safety Engineer."

10. PHYSICAL DOMINANCE

What may be termed "physical dominance" is more important in foremanship than in any other field of executive work. Physical dominance is a combination of elements within an individual that enables him to exercise dominance over another without a spoken word or even a movement of his body.

This physical dominance is made up of a number of elements. A high degree of courage—the result of a good body and a good mind to direct the use of the courage—is one of the necessary elements that give physical dominance.

The one most important element in physical dominance is a fine energy manufacturing machine for the possession of a large energy quotient, held in control and directed in expenditure by mind and body, is felt by every one contacted. Dynamic energy is shown by a keen, alert mind and body and is a strong force in the control of others. This degree of energy can be had if it is worked for.

The height, weight, and carriage of the body also are im-

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portant in physical dominance as is stated in the first chapter of this book. A sureness of bearing without arrogance or pugnaciousness on the part of the foreman creates in others a feeling of dominance by him.

However, good qualities in excess become bad qualities, and it is important that a foreman does not overdo his self-confidence and physical dominance and become domineering. Some men can be driven successfully but most individuals are best handled by development of their liking and respect.

11. CO-OPERATION

The foreman must strive for real co-operative action and thinking in every man in his group and with all his contacts. Teach the men how important it is to think and work co-operatively every minute. Make the men feel that they are working *with* you and the other men, not *for* you.

Every foreman must have a fighting spirit with unlimited courage. He is the leader of his group. He must not let them down in the quality of his fighting spirit. It is the province of the foreman to lead and inspire and he alone is responsible for the team spirit of his group. He is the one who must build this unseen force that is so much more than lip service. Team spirit can accomplish that which individual effort cannot do. Cultivate courage and team spirit in your group.

A foreman must be of such material that he can build in his men a feeling of closeness. A feeling of distance toward him is a real handicap to successful foremanship. Foremen sometimes intentionally and sometimes without intent

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build up an attitude toward their men which results in driving the men away from them, whereas, without familiarity, some foremen draw their men towards them. It is important that a foreman keep himself on the same spiritual level as his workers.

It was noted that some foremen who were unusually intelligent and efficient in their own work were completely out of touch with their men. These foremen, because of the level of their breeding which gave them extra fineness of feeling, did not belong as workers or foremen but belonged to either "white-collar" executive work or should have gone into some professional field. This type when working as a foreman seems to have a fence around him that holds his men at a distance which causes lack of understanding. He, therefore, cannot get the full co-operation of his workers.

This inherited breeding, which could be an asset in other fields of endeavor, is a definite handicap in foremanship as it gives an unintentional air of superiority and aloofness that is detrimental to the best understanding and co-operation.

A foreman should cultivate a close personal attitude toward his men. If a man's feelings are hurt for good cause or otherwise, he should feel that he can talk it over with his foreman. This usually will dispose of the matter at once. Grievances that are kept within grow from little troubles to big ones. The man becomes more and more "sore" or resentful according to his type in dwelling upon a grievance, and once these feelings are established they are hard to drive out.

One man who was definitely "sore" acknowledged that he had felt that way for eight months. Nothing decisive had

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occurred to cause the feeling but he was "sore" because he was afraid some particular thing might happen. He was afraid that a certain man would be advanced to foremanship ahead of someone else. Such action would retard his advancement. It never happened. His foreman was not close enough to this worker so that he felt he could talk it over. The man's efficiency suffered. Try to bring every grievance, large or small, to the surface; it then ceases to grow. Talk it over and it usually disappears.

A foreman also should be close enough to his men to talk with them about their home problems, for sickness or other home troubles will definitely lessen a man's efficiency. Common-sense advice by a foreman who has understanding and judgment often can right the situation.

A foreman always should be ready to listen to suggestions made by his workers. Although this often takes a lot of patience—and judgment must be used in respect to it—it can be a source of valuable information. The foreman should listen to the safety engineer and give his best help and co-operation in every suggestion made. He must be careful not to take the "know-it-all" attitude toward anyone as such an attitude is close to ignorance.

One worker asked, "What would you do if a foreman told you to do something in a way that you positively knew was wrong and he would not listen when you tried to tell him?"

No foreman has a right to be arrogant and arbitrary. He should always listen. The above question was answered thus: "First be absolutely certain that you are right. Second, see to it that your manner has the right degree of respect and see that you show no feeling of resentment in your

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manner of talking to your superior. Then, if he will not listen, unless the thing referred to is strictly against safety rules, keep your mouth shut and follow the foreman's instructions. If the foreman's way of doing the thing is against printed safety rules you would have the right to refuse to do it at all in his way."

The foreman should at all times be obeyed, therefore, if he is to retain confidence he must be reasonable. A right relationship between the foreman and his men helps to create a right feeling toward management. It makes for loyalty and co-operation throughout the whole organization. The reverse is true where resentments and antagonisms are allowed to breed unheeded between foreman and worker.

A foreman may pride himself on his ability to drive himself and his men. He believes in the establishment of a feeling of fear toward himself. Another foreman works to get the liking and respect of his men. The average man does more and does it better because he likes his foreman and respects him than because he fears him. Fear is not a wise spur to use to try to obtain efficient work.

One man said this about a former boss with another concern, "That man goads men to give their best efforts by the use of insults and abuse."

Just remember, Mr. Foreman, that a brad on the end of a stick (which is a true goad) ceases to get any response from the ox when the skin is toughened by its constant use. Just so, the skin of the human becomes tough where goads are used.

It must be remembered that sometimes a worker can imagine a lot of things in his foreman's attitude that do

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not exist. Neither the foreman nor the worker can be right all the time.

Probably the only men who can be driven successfully are the railroad grade workers or the field workers who are so often termed "floaters." These have lost respect for themselves and lack the pride that rebels at being driven. Both of these are the lowest and least dependable type of workers, but even they have to be driven in a certain way without intolerance or they too will rebel. Again, the manner in which the driving is done is all-important.

Some foremen and others still feel the primitive urge to use physical force to beat down opposition. This is a return to the dark ages. The development of mind and its power to reason is much more potent in settling a dispute, and it usually stays settled. Force never settles anything for all time; the settlement is only temporary.

The foreman who has this impulse should take heed to conquer it. Such a pugnacious attitude can be felt easily by those who have aroused it and proves detrimental to harmony and efficiency.

Do's and Don't's of Foremanship

NO FOREMAN in an emergency should feel that he is too good to lend a hand in the actual work. He should be willing under rush conditions to pitch in and work with his men. If the relationship between the foreman and his men is right this will increase their respect for him.

Every foreman and executive should try to acquire as many good habits as possible and also should try to teach their men to build these good habits. The man who has developed the most good habits and can do the greatest number of things efficiently without consciously thinking about them is the unusual man from an efficiency standpoint. Because he can do many things accurately in this way it leaves his mind open to work on problems upon which he is not familiar and which are outside of his routine. The establishment of good habits in doing things increases his capacity many times.

A foreman can become so deeply immersed in his work that he dwells upon it constantly at work and at home.

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When concentration is overdone he will become unsocial and surly both at his work and at home. Where this condition has developed it has broken up homes and the man's unsocial attitude has made it necessary to take him out of a foremanship.

Some foremen lack self-dependence. They put their whole heart into their work and are definitely efficient but they are the type that needs some little recognition of effort from time to time to keep them at their best. If they do not get this recognition they begin to get a little discouraged by such close application to their work. They should build themselves not to be dependent in the least as to whether their effort is recognized or not. This is a busy world and most of the time the only satisfaction one gets is self-satisfaction and the thought of a thing well done. This is true in nearly all the big accomplishments in business or in world activities.

The foreman who hungers for praise and recognition from his group does away with his independence of spirit. It is admirable to want every one to like one and to dislike hurting the feelings of others, but it can be carried too far and make one hesitant in demanding that others shall be efficient and may cause one to postpone action in the exercise of authority. Criticism will take the heart out of those who lack self-dependence.

Foremen and those known as working foremen, who are constantly active with their hands as well as their minds, particularly should develop the notebook habit. They should make memorandums of things to be done, things to tell this

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man and that. The efficient foreman carries a notebook and pencil at all times.

The foreman should use one side of the notebook for things to be done, the other side to jot down in a few words creative ideas. Safety ideas of value and inventive ideas for the improvement of equipment or of some process can be recorded in a moment, whereas if not recorded the idea may be lost forever. Make it a habit to write them down. Higher-up executives should teach and encourage the use of the notebook among the foremen.

Every foreman should keep a complete record of his sub-foremen and the men under them. This record should show efficiency or lack of it, errors, accidents, physical defects, etc. It should include information on the man's home life, wife, and children. This personal record can be a very potent source of understanding and closeness with his men.

If the cards are reviewed from time to time and filed under set dates for attention—a birthday or other item, important to the man thus remembered by the foreman, and mentioned by him—it can bring increased loyalty and cooperation. If these card records are used as a basis of judgment in regard to recommendation for pay advances or other privileges the foreman must be careful that no likes or dislikes or consideration of himself are allowed to influence the justice of his recommendations.

If a foreman knows his men and handles them accordingly, each one in a different manner, when he places a competent and efficient man on a job he certainly should not overteach by constantly dictating as to how the job should be done. The overefficient foreman can make a practice of

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this and it breeds irritation and resentment. This should be watched.

No foreman should allow himself at any time to go off "half cocked." He must control himself and think to be just and fair in dealing with his men. He must first be sure that he is right and act at once in settling an issue.

A foreman never should allow himself to argue and if it is possible he should prevent arguments among his workers. Argument never settles anything and even the one who wins it loses much in other ways, as it always stirs up ill feeling.

No foreman should use sarcasm in handling his men. Sarcasm, although sometimes used by "top-flight" or "white-collar" executives, merely stirs up resentments. Usually the worker does not get what is meant by the sarcasm but does sense that he is being made fun of. This always produces resentments. If sarcasm becomes a usual practice in correcting men it can produce definite antagonisms. The foreman who uses sarcasm always depreciates himself and is breeding trouble.

No foreman or executive should try to make what he thinks are clever remarks which are sarcastic and smart, either to or about a worker, before an audience. This usually is done to get the approbation of the audience for his own smartness. The laugh is quite often as much at him as at what he says. No foreman has a right to try to make a laughing stock of one of his men. This is not foremanship; it is ignorance.

No foreman should make fun of or ridicule one of his workers, nor should he for instance jibe at a workman because he is unusually small or unusually large or for any

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other reason. One man of unusual size but well proportioned felt keen resentment because his foreman repeatedly told him that because of his size he should do the work of two men. Actually, in the job he held, size was detrimental to its best performance. He was a fine workman and this foreman was wrong.

A foreman who "jumps" on his men for not completing a job on schedule, without first considering unforeseen obstacles, is arrogant, arbitrary, and shortsighted. He only breeds future trouble for himself. Blaming a man unjustly can build up deep resentments and thus ruin an otherwise valuable and efficient worker. Such an attitude in the foreman also will breed resentment in the whole group.

A foreman must remember his general dislike of the traffic "cop" who, many individuals feel, relies on authority rather than on reason in the manner of his approach.

A foreman is in authority and this must always be remembered by him and his men; but mere exercise of authority because he has it, without reason, judgment, and understanding, will result in bad feeling and will stifle co-operation.

The authority of a foreman should be recognized and used as a silent thing, held in the background as only a part of the foreman's equipment. It most certainly should not be his sole or main source of control of his men and should not under any circumstances be flaunted before his men.

The arrogant foreman is an abhorrence to the worker.

A foreman must remember that it is natural for most men, himself included, to talk too much rather than too little. Discretion is a matter of mind training and means

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that one never should speak without first thinking what the effect will be. Too much talking makes a great deal of trouble. The foreman and sub-foreman should cultivate discretion at all times in what they say and should try to teach this to their men.

No foreman can afford to be lazy or to allow laziness in his men. Some men naturally move and work fast and others just as naturally move and work methodically and slowly. The latter are not lazy. The man who just takes it easy and always avoids the heavy end of the stick, unless he is physically handicapped, is the lazy man who is always working at half speed mentally and physically. This is the man who must be talked to for his own good and for the good of the whole group.

A foreman should not use one man continually as a good example to a group. It hurts the man's standing in the group and may cause others to feel that he is guilty of favoritism.

Nevertheless, particularly good work by a worker or a group should be recognized by the foreman and he should let the worker or group know that it is recognized. A little judicious praise often is the best possible incentive to better work. However, it must be used carefully and with thought or it may result in the group getting out of hand. Many executives—because they are thoughtless or because they fear the result—fail to give praise where it is deserved.

A foreman or executive in offering correction should stand on his own feet. He should not quote a criticism made in confidence by some one else. This lessens his standing and does not add weight to the correction.

Never, in demoting a foreman, give age as the reason.

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If an efficient sub-executive begins to depreciate in efficiency as a result of increased years, and it is thought wise to replace him by a younger man, by all means give some other reason than age. Many a man who still has from five to ten years of efficient service in him has lost heart entirely and become a liability when his age has been brought in question. Most men never think of their age until they are told about it by others. It is literally true that a man is as old as he thinks he is. For continued efficient service to the time of retirement do not mention the question of age.

No foreman should talk about one of his men to another. Workmen do not like being talked about when not present. A foreman should discourage tattling or gossip among his men. This is a potent source of trouble. No foreman should report an error or wrong activity by a workman until he first talks it over with the offender. To go first to his superior destroys the faith of the worker in his foreman.

A foreman must be strictly honest with his men. He should not alibi or beat about the bush in talking to a man, but should be straightforward, aboveboard, and frank in his statements. This sometimes takes courage, but courage is an essential in foremanship.

Every sub-executive or foreman in private session should stand up for his workers as against the attack of a superior, provided he is sure that he is right. The worker relies on his foreman.

Every executive is exclusively responsible for his sub-executives, and if the sub-executives are attacked by a superior, the executive should support them. All suggestions by a superior executive should be made privately to the execu-

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tive who is responsible and should not be made direct to his sub-executives.

A sub-executive must not appeal directly to an authority above his immediate superior except in an emergency no matter what relationship exists between himself and his immediate superior. When necessary he can discuss his problems with the personnel manager. Going over the head of an immediate superior is definitely unethical and discounts the man who does it.

All assistants or sub-executives or foremen and sub-foremen must uphold their superiors by word and act, both in business and outside of it. A shrug of the shoulders by a foreman when the decision of a superior is mentioned may imply he would have done differently, to the advantage of the disputant. This is a disloyalty to the superior. The foreman may have done this thoughtlessly or with intent, but in either case it undermines the chief executive and is harmful to discipline.

In other words, the legal phrase "greatest of good faith" applies in all relationships among the executives themselves and among all workers from the top to the commonest laborer. If the foreman gives loyalty to the workers of his group in most cases they will give loyalty to the foreman. Make a worker feel that his interests and yours are joint and not separate and there will be a community of interest that will make for real co-operation.

The Personnel Manager

THIS chapter does not try to cover the history of the development of personnel work. There are many books in all public libraries upon this subject to which the reader is referred and these books supply suggested forms, tests, etc., covering the administrative functions of such a department. The purpose of this chapter is to put into words a few common-sense ideas that have been suggested by the work upon which this book was built.

A personnel department in any business of any size is of first importance. The character of the trained men in this department has much to do with the successful working of the whole organization.

Training in any field is of the utmost importance and the training of a personnel man should be thorough in all the branches of study kindred to the subject. If he is to have a full knowledge of human nature, in addition to psychology, economics, sociology, etc.,—as the mind and body are a unit,—he must have a fair knowledge of physiology, endocri-

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nology, biology, and psychiatry and some knowledge of biochemistry. He should know nearly everything there is to know about the mind and body of man and the way they work separately and together.

Business is strictly an applied science and personnel work is important in its application rather than in its set principles. Each personnel department must mold itself to suit the particular business in which it functions.

Personnel work must be broad in its application. It must be elastic, for the needs of businesses are different and the needs change from time to time. Therefore, the application of the personnel work must change. There are no hard and fast rules in business, for it is the ability of a concern to anticipate changing conditions and to prepare for them that often makes the difference between success and failure.

Most of the books written upon personnel work take very positive attitudes on the question as to whether one man can judge the traits and abilities of another man from observation. The authors of these books go a long way and make positive statements that absolutely nothing can be told about a man's traits or abilities by observation of either the man himself or from his picture.

This is strictly the scholastic position, whereas practically every successful business man will state that the man who cannot *judge* men to some extent from observing them cannot succeed. The business man uses his varied impressions of men that have accumulated over the many years of his experience and it is amazing how accurately most business men can judge of at least some of the leading traits of a man.

Many successful business men pride themselves on this

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ability and make the claim that their success was greatly due to their ability to select employees and to understand them.

With some men this ability is instinctive and based in feeling, while with others it is an intuitive judgment of the mind.

Business men meet thousands of persons and by comparing them consciously or unconsciously they gradually build up a broad knowledge of human nature. These many past contacts are the basis for the accurate intuitive judgment of business men. The ability frequently is inherent and is used without conscious thinking, but like all abilities it can be increased by conscious study and specialized observation.

The salesman who does not study men and judge instantly of the nature of his prospective purchaser would fail absolutely in his work. This is an essential in salesmanship.

One of the first essentials of a successful personnel man is that he shall have a full understanding of human nature. This requires much reading and application of that reading in contacts with many people of all classes. It does not mean that he must make many friends, but it does mean he must make many acquaintances and learn to know many people, more or less intimately, from close contact.

The successful personnel man must be an applied psychologist, in the broadest sense of the word, with emphasis on the word "applied." The man who has quick, strong dislikes in relation to persons he meets has no place in a personnel department for he should have, without prejudice, a broad interest in every human being.

In foremanship, it is definitely true that a foreman must be close to his men from the standpoint of his level of

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fineness and feeling, and this appears to be equally true in the personnel department.

The successful personnel man for "white-collar" employees is not likely to be successful as a plant or shop personnel man. The "white-collar" personnel man should be on the level of fineness of the employees in the administrative department. The plant and shop personnel men should have mechanical comprehension at least, and should be reasonably close to the class of the plant and shop worker.

This insures the close touch on both sides, without familiarity, that will result in the full understanding of the requirements of the job and the personal problems of the worker.

The personnel man must have a broad and extrovert personality. No introvert (living within himself) can be a personnel man and interview applicants, for to be successful in an interview and to get what is wanted from the applicant, one must also give.

Every dealing in personal relations is an exchange and one gets only what one gives. Some try to get interest on their investment, but it just can't be done.

If applicants are to be responsive the interviewer must be responsive first.

The personnel man should have a scientific mind. This calls for the strong, well balanced individual who can concentrate in set channels of analysis with a broad grasp of conclusions, but he also must be, as above stated, broad in his human liking of people. This is not a usual combination of abilities, but it can be developed and exists inherently

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in some individuals. Those who are so gifted can develop these abilities to a marked degree.

The personnel man must learn to use his eyes. He must be keenly observant and see everything. The most successful personnel man will have the eyes and the mind that register a vivid, detailed, visual picture of every face and of every person interviewed. The basis for this faculty is an inherited thing, but whether it is inherited or not the eyes and the mind can be trained to a high degree of proficiency in this ability. In observation one should learn to center all the energy possessed back of the eyes with penetration and deliberation of glance. This is real observation.

A personnel man should be systematic and orderly, with a memory for details particularly in relation to persons, so that he may keep complete records of every employee. He must learn to remember names as well as faces. By use of the law of association, the face should suggest the name and the name the face. If the face and name are given equal attention and memorized in association with each other it will do away with the fault of those who acknowledge that they remember either faces or names, but not both.

The successful personnel man must have many traits of the successful executive and foreman. He must not only select employees but also must keep closely in touch with each one. He should give the impression of taking a personal interest in each employee so that if a man has cause for dissension or grievance the personnel officer will be the first one to whom this knowledge will be imparted. He should even know and be interested in each man's home life. The personnel man should be strictly impersonal and impartial

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in his stated views as to management and the worker for he must keep management fully informed of the attitudes and feelings of the worker groups.

He must also be prepared to assume the responsibility for deciding at least all minor questions of the policy of the personnel or of their grievances. He definitely takes the place of a "go-between" for the workers and management and should have the complete confidence of both. He must be very close to the worker, but still hold that fine balance between himself and the worker that precludes any degree of familiarity or lessening of respect.

Every plant or shop has or should have a "griever" selected by the workers who has the ability to present the case of the aggrieved. As the "griever" is selected by the workers for a set period, it is important that special attention be given to creating a harmonious feeling of good faith between the "griever" and the personnel department and management.

How far the personnel department can go toward helping the "griever" without being accused of trying to bias his opinion is a delicate matter. Definitely no attempt should be made to influence a "griever" in his opinions in the least for if influence were exerted it would do away with his usefulness to all parties concerned. He must do his own thinking.

Where the group represented is large the company sometimes pays the salary for a full time man as a "griever" but he still is selected by the group and is their representative in every sense.

In every large organization it is wise that the personnel department have certain men whose special and only duty

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it is to handle dissension, grievances, etc. These men should be specially trained, but particularly should they be gifted individuals from the standpoint of personality and understanding of the worker and his many idiosyncrasies. Particularly must they have controlled force with a keen sense of justice to all and be able to express themselves with definiteness and clarity. They must be lightning quick in grasping all angles of every problem and be gifted with unusual initiative and resource in handling them.

It is rudimentary that a card record be kept of every employee and all good and bad points that develop in him should be noted thereon. Every grievance listed by this employee should be entered thereon and its outcome, as well as every error that he makes that is of importance. If he is particularly efficient or has the promise of executive ability it must be noted and the incidents and data indicating these traits. Accidents should always appear with details. This record should be used as a basis for the consideration of his advancement.

In all issues of censure, accident, or error, the personnel department should investigate and determine where the fault lies and the personnel manager should have a "heart-to-heart" talk with the offender or with both parties to the issue separately if both are at fault. No issue is too small to have careful attention, for out of the little things amiss in human relations the big things grow.

Particularly should every man and woman be considered not only in relation to the particular job for which they are hired but also from the standpoint whether the material has promise for the future. All "white-collar" jobs, no mat-

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ter how unimportant, should be considered as a training field for the future executive and filling such positions should always have careful consideration from this angle. Many personnel departments do not take this phase of the work as seriously as they should.

Where it is difficult to get the right selection of applicants, the personnel department should use special means of contacting possible employees. Local advertising often is not enough and according to the nature and size of the operation more widespread advertising should be done in centers of similar enterprise and in trade journals or widespread employment agencies.

Present employees sometimes are used in introducing others, but this method must be scrutinized closely. Acceptance of the person may cause future trouble, and rejection may cause the interested employee to be disgruntled.

This is a part of the important work of a personnel department for the character and spirit of an organization is regulated to a great extent by the timbre of the applicants accepted. An insufficient list or poor material from which to choose may mean getting into the organization material that is not worthy of the time spent to train it. If this practice is continued it will lower the quality of the whole group. From the working material the foreman and sub-executive usually are chosen.

Particularly does this require attention when it is considered that under seniority rules the employee moves up whether he is adapted to the advanced position or not.

Really superior material is hard to find and no matter whether there is a large list of material or not, it would

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seem good policy at all times to interview all applicants. The more applicants interviewed the larger will be the percentage and the broader will be the choice of really desirable material from which to choose. To secure even one piece of superior material is worth the time taken to look over much that is undesirable.

Having a personnel department that does all the hiring or the firing of employees prevents their being hired or fired as a result of the favoritism or prejudice of an executive. It also results many times in saving a good employee for the concern who cannot work with one executive or foreman by transferring him to another department where he can work successfully. This can be done only where employees are referred back to a personnel department and the whole question is reviewed with fairness.

No matter how competent and efficient a man may be in his work, if he is what may be termed a "disturber" he should not be allowed to become a part of an organization. It is far easier to exercise every precaution to avoid hiring such an individual than it is to eliminate him after he has become a part of the organization. Eliminating him, under certain labor conditions, often is impossible. This is something that should be considered constantly.

Definitely cheap help is not the most economical. Cheap help is like a cheap suit of clothes. It wears out soon and never gives any satisfaction while wearing it.

It is poor policy to have it become known that a company pays less than others in the same district for similar help. This puts a burden on the personnel department that is difficult to overcome, yet the department is held responsible for

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the tone of the employees and the efficiency of the organization.

Another handicap to employment not properly met by many organizations is the question of location. If the plant is far from town, company transportation must be provided for workers. In such a case, housing accommodations within reach of the plant must be provided. High-grade office employees do not have to get up at six and seven o'clock in the morning and spend hours on a bus or train. If housing accommodation is not furnished only young, green, inexperienced employees can be secured and these go to other organizations better located as soon as they get needed experience. The company becomes a training school for other organizations, with a big employee turnover.

This causes much financial loss, as two green employees must be hired to do the work of one of experience. The salary of the two green employees will be at least 50 percent more than that of the one experienced employee, to say nothing of the space occupied.

Another point not given sufficient consideration by the personnel department is the emotional drive of the selected employee. This should be tested carefully, for the man who has learned to control his emotions and directs his movements by his mind has accomplished an important step in dependability.

In other words, the kettle with the lid on develops power that is directed in its release and the kettle with the lid off develops the element of energy but with no control, therefore, power is not there.

This is true also of the human machine which develops

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bodily energy. The mind acts as the lid. If the mind controls and directs the energy expenditure as it is used, there is power to accomplish a purpose. If the developed energy evaporates spontaneously, as it is created—as it does in emotionally undirected persons—then there is no power to gain a set goal. The degree of energy and the degree of its control in its drive should be estimated carefully in the selection of employees.

It should be an important duty of the personnel department to select by careful study of their work methods, etc., those workers who appear to have foremanship quality and possibilities. These selections should take into account the educational advantages the man has had but this may really be a secondary consideration. The class of the material is by all means more important. These selections should be catalogued as first class and second class foremanship material and the men be coached with heart-to-heart talks. Their ambition should be stimulated and the particular branch of the business which is of the greatest interest to each should be discovered. It is then the province of the personnel department to see that these men are informed as to where proper educational courses may be had to develop them.

It is by all means better for the man if opportunity for group study can be found, as many individuals need the inspiration of the group contact to carry on consistently. If group instruction cannot be given and the man must take university extension or correspondence courses, then the educational personnel man should check with the worker from time to time as to his progress and give him encourage-

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ment to assist him in sustaining his interest and effort. This will aid in continued and consistent study work.

Every individual (executive, sub-executive, foreman, or worker) needs an incentive if he is to give his best efforts. He needs a goal to stimulate his ambitions. This incentive may be furnished by management in the form of a prize or public recognition, or it may be a goal set by the individual for himself.

Schools and colleges seem to leave the impression with the student that when they leave they are through with study. Actually, they should teach every student that he has only learned how to study. In school it should be brought home to the student that he must always give definite time to evening study to fit himself for continuous advancement.

Many workers were found who had only a third to fifth grade education. They had good minds and fine personalities, and except for lack of education, would have been first-class foremanship material. Yet these men could not read, write, or do arithmetic. No one had ever told them how they could get what they lacked to place them where they belonged and wanted to be. At any age below fifty a man with any intelligence can master and acquire all the education that he needs to advance him—if he will work.

A private tutor for any subject can be found by putting a small blind advertisement in the local paper. Many instructors can be found in this way whose charge would be nominal. Technical subjects are given at evening trade schools, university extension or correspondence schools, if a man really wants to work and learn.

Remember that opportunity does not come knocking at

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the door. Opportunity is right inside the man, no matter what position he holds.

First, he must set his goal. He must then study along fixed lines (reading trade magazines, etc., is not enough) so many evenings a week to accomplish his goal. When opportunity then presents itself it will be an opportunity for him, for he will have the knowledge and self-assurance to grasp it. If he has not prepared himself for the opportunity, when it presents itself it will pass into the hands of the one who has.

Remember, all men are inclined to place blame on the other fellow rather than to blame themselves and this should be pointed out tactfully. Nothing worth while can be had without hard work. It always pays.

One man said, "opportunity knocked at my door five or six times," and when questioned as to whether he had taken the opportunities, and if not why not, he stated, "I was not sure I could hold the jobs so did not take them." The positions were not opportunities for him because he had not built himself so as to be sure of his knowledge and ability to handle them. These jobs were opportunities for someone who had prepared, but not for him.

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THE safety engineer is an executive in the broadest sense of the word for he must have an executive attitude toward every activity of the organization. He must have and must use every executive trait brought out in this book and have them in great proportion if he is to be a success. From a safety standpoint he has authority over every foreman and worker in the whole organization.

The selection and appointment of a safety engineer is an important matter, but too often the safety work is added to some executive's already full day. The position should be recognized by management as demanding a full-time, high-grade, technically trained man of broad experience. The job is altogether too important to all concerned to allow a young, inexperienced man to occupy it. One accident prevented will more than pay the difference between the salary of the right man and the wrong one.

Each organization should have its own comprehensive and carefully prepared safety manual covering in detail the

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right and the wrong ways to use every tool and to perform every operation in the plant or shop. The manual should set out the specific manner of doing any particularly dangerous act and the rules as laid down must be rigidly adhered to for the safety of every individual.

This chapter does not presume to make suggestions about the mechanical and technical side of safety, but does offer a few thoughts in the field of psychology and physiology which if built into the safety program will lessen the accident percentages materially.

The safety department and safety engineer are comparatively new in business but have made a permanent and recognized place for themselves in every progressive organization. The safety engineer is the worker's best friend. He gives his whole time and effort to save the worker his limbs and his life and save the business untold days of efficient service that might be curtailed by accident.

No amount of money can pay for the loss of a leg or an arm or a life itself, so safety is the worker's protection.

Like all comparatively new ideas there always is some opposition, and the safety department has had to make its way in the judgments and hearts of the worker, the foreman and the management. This is particularly true of the older foremen, many of whom inwardly, if not outwardly, resent the interference and time taken to work out the suggestions of the safety engineer. They do not give the whole-souled co-operation they should, and what co-operation is given is done reluctantly. The safety engineer is treated as an insurance salesman used to be, as though he were a necessary but just tolerated evil.

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This can be the fault of the safety engineer. He may be so wrapped up in his particular field of endeavor that he becomes overwhelmed by his personal importance. This is fatal to co-operation

The safety engineer should be a more than usually tactful person. He should realize that every foreman has been taught over many, many years that schedules must be met no matter what the cost and that to break in on his time schedules is a highly important matter to him and to the business.

Therefore, all safety suggestions should be well thought out before they are presented by the safety engineer. Unless it is an emergency question, the safety engineer must choose carefully the best time to present the suggestion. Co-operation may be had at one time and not at another. Last but not least he must understand human nature and definitely put time and thought about the manner in which he is to present his safety ideas.

Results are the important aim rather than exercise of authority and credit for the ideas. Hence the safety engineer should try to do much of his work by tactful suggestion and questioning rather than by direct order. In this way the foreman will think that he himself discovered the suggested idea. This manner will get whole-hearted co-operation and effective results.

Particularly is it important that a safety engineer have no positive likes and dislikes. Nor can he be irritable and inclined towards resentments, antagonisms, and prejudices. As expression of any of these feelings is in itself a distinct safety hazard, a safety engineer must conquer any such

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feelings. He cannot in good faith preach to others against these attitudes if he himself gives way to them. Nor would his preaching have any effect if he is not master of himself. The safety engineer must have infinite patience to repeat constantly the gospel of his teaching and he must never become discouraged in the rebuffs that are sure to be his.

There is no single position in business where the art of teaching is more important or more constantly used. The safety engineer, in addition to his technical training, must have a critical and analytical research mind, with inventive resource and keen observation to accomplish what is desired. Above all he must be a teacher of safety. He must literally live safety in every thought, action, and word and yet he must not allow himself to become objectionable to the foremen and workers as safety results depend greatly upon their co-operation.

Safety meetings should be held regularly but not so often as to become burdensome. The foremen and workers should have separate meetings as their approach to the subject is different. In many organizations attendance at these meetings is to a great extent optional and often some inducement is made to swell the attendance. This should not be necessary.

The ideal is that, as this question of safety is strictly the most important activity in the business so far as the worker is concerned, he should be so taught the need for and imbued with the desire for safety and safety teaching that he should attend all meetings without other inducement.

There are many aids to safety teaching, such as safety films on accidents, sickness, etc., that are good. They teach

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through the eyes but there are many persons who are ear-minded and a safety engineer should cultivate the ability to talk well and accompany the film with an explanation of the hazard that is pictured.

It is definitely true that accidents are just a bad habit with some workers. The many slight accidents they cause are only the forerunners of more serious ones that prove more costly to both the worker and management. This being true, these many slight accidents and those responsible for them should receive careful attention by the safety department. Such a worker should receive special, vigilant attention from his foreman. He should be watched and trained until his high accident percentage is lowered.

If the particular job is not suited to the man, as evidenced by continued small accidents, his job should be changed in the cause of safety for all. The time to take this man in special charge is when he makes the small mistakes and before the serious accident occurs. A stitch in time in this case may save many more than nine later on.

At a group safety meeting the safety engineer is in charge and does the teaching, otherwise the foreman in charge should teach safety to his men and the safety engineer reports any breach of rules or hazardous activities of a worker to the foreman. The foreman is the one to correct the worker, not the safety engineer. If the safety engineer observes a breach of rules and it is such that immediate action should be taken, then of course the safety engineer should act at once.

A summary of insurance statistics by the United States

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Department of Labor shows that 88 percent of all accidents are caused by improper supervision or by the fault of the individual. Ten percent are caused by faulty and improper guards and only two percent are caused, as it is termed, by act of God, such as flood or lightning. The 98 percent can be avoided by training of the mind and the body in the way of safety habits.

This again emphasizes the important part that teaching by the safety engineer, by the foreman, and by the worker to other workers takes in this program of safety. Cultivate in all the willingness to learn what are safety habits and teach always the eternal vigilance required to practice those habits.

It has seemed wise to include in this chapter a few safety talks that have proved effective. Every safety engineer and every foreman should drive home everlastingly to his group the facts that these talks contain wherever opportunity presents itself.

The above figures show that the greatest of all safety factors is

THE MENTAL ELEMENT IN SAFETY

THINK! How many do? It has been stated on authority that the average man uses just ten per cent of his brain capacity. Ten per cent of the most wonderful instrument given to man—90 percent of a man's safety power is unused.

Linked with this mind you have a power within you that was unknown for thousands of years. It is called the "muscle sense." The "muscle sense" consists of nerves in your joints

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that tell you where your hands and every part of your body are at any time without the use of your eyes.

This "sixth sense" is highly developed in some and in others to only a slight degree. That is why one person drops things or falls often and why another person is sure and certain in the movement of his hands and feet. Where this "muscle sense" is developed it gives *dexterity of movement* of hands and body and alert, accurate, awareness of movement. It literally means a thinking and safe body and this can be developed to a high degree. When dexterity is highly developed it becomes second nature to avoid placing any part of the body where there is danger of accident.

Practice accuracy of movement. If you can put a key into a keyhole eight times out of ten without bungling and without looking at the keyhole, it proves that you have a highly developed "muscle sense." If you wish to develop this sense, practice exact, alert movement of both hands and body at all times in everything you do, and you will never drop things, never stumble, never make a false move. What will this mean to your safety and the safety of those with whom you work?

Habits can be either good or bad. Anything that one does can be made a habit if it is done often enough and done each time in the same way.

For instance, one man with knee and hip absolutely stiff, has climbed on and off streets cars for 40 years. He gets on and off faster than others and has never stumbled and never taken a fall because he *never fails* to use his hands as well as his feet. He has made it a habit. This same man walks on ice all winter yet never falls, while friends with good legs

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break arms, ribs, and hips. Why? Because he studies the ice, he never puts a foot down without first looking where he is putting it, he never takes a chance. The practice of this habit has built up the sureness of his "muscle sense" and dexterity of movement so that he thinks safety every minute of the day. He thinks safety as a habit.

Each worker can develop this same awareness to danger and the same accuracy of movement of body, arms, and legs. Make safety thinking a habit wherever there is danger and make safety a constant thought.

Another great safety factor given to all is a pair of eyes—87 percent of all you get through your five senses comes through your eyes. Why not cultivate them? Why not treasure them? Why not learn to really use them?

One man sees many things and records but a few in his mind, whereas, another records everything he sees and thus builds up a basis for judgment in action. Learn to put your mind behind your observations, increase your judgment of distance, weight and height, gauge speed of things in action, and so train your eyes that mistakes cannot occur.

Alert observation and dexterity of movement go hand in hand. If you train one you train the other and these may be called the *Safety Twins*. Train these Safety Twins and their awareness to be your constant active companions in daily activities and life will be long and your body unblemished.

Emotional persons tend to act first and think afterward. They are constantly saying that they are sorry for what

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they have done unthinkingly. They are the ones who most often cause accidents. They are termed "Accident Prone."

In daily work it is the *duty* of every single worker to think first and to act afterward. It is their duty to themselves and to their fellow workers not to dream during work hours but to think every minute of what they are doing with their hands and bodies. It is a sign of immaturity and childishness to act without thinking.

Control and mastery of self so that emotion and feeling in business do not exist is an end worth working towards.

EMOTION IS A SAFETY HAZARD

Use your brain and use it at all times! If every worker in every field would just follow this suggestion, accidents could not happen.

Emotion and head work are enemies of each other. *As you allow emotions to rise, the use of your brain slows down and may even stop. As you use your brain with directed purpose, emotion recedes until it does not exist.* Emotional activity has no place in business. If you allow irritability, prejudice, resentment and temper to find a place in your activities you become a safety hazard to yourself and to every one with whom you work.

The emotions of irritability, resentment, or temper, if active, affect your thinking and therefore lessen your exactness of hand and body movement. The alertness, keenness, and exactness in guiding every movement depreciates according to the degree of emotional uplift and it is then that you become a safety hazard.

When emotion becomes active you change your regular

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rhythm of movement. You either speed up or lag behind and this will confuse your fellow worker and may cause accidents.

If you let emotion show itself by irritation, resentment, or temper toward a fellow employee—or it may be at the boss—that resentment and temper can multiply itself quickly to the point where you are a real danger to all. Resentment or temper may become so active as to cause intentional desire to crowd or push the man at your side and might result in a maimed hand, a crushed leg, or it might mean death itself to you or your fellow worker. Temper can cause absolute loss of control of mind and body.

Use your head! Think, and emotion can be not only controlled but also entirely kept out of your working contacts. Establish the thinking of safety as a habit and always use consideration in dealing with fellow employees. Think, before every move, of his safety as well as your own. You may not like him and he may not like you but for the safety of all be considerate. *Forget feeling and outlaw emotion during working hours.*

HEALTH AS A SAFETY FACTOR

Good health is a most important factor in safety. Good health will aid in giving one the alertness, mentally and physically, that will insure quick and certain decisions of the mind and active, sure movement of every muscle of the body in every activity. Some individuals are born with almost perfect bodily operation and again others never have had a body possessing full life and energy. All their lives they only half-live.

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All energy is manufactured by the body taking in oxygen, liquids, and food. The body must be able to turn these elements into energy efficiently and at the same time throw off and pass out poisonous waste matter. If the body only does a half-job in taking in oxygen, digesting and burning up the food and throwing off the poisons, then the person is sluggish and tired most of the time, both physically and mentally, and cannot be keen and alert. This is when he becomes a safety hazard to himself and to others.

These individuals usually are more alive and efficient after the first morning hours are over but as the day progresses they become less and less certain in decision and less and less sure in their movements of hands and body. That is when they are likely to move too slowly when speed is necessary and drop things and stumble when sureness in movement may be the difference between Safety and Accident.

This wonderful energy manufacturing machine needs and is entitled to constant repair and it is the duty of each of us to give it careful attention. It takes work to keep our bodies in such condition that they give the high grade service that they are intended to render. Most people think that the body will take care of itself. Like a new machine it often will do this for a time—if the machine is perfect in the beginning—but in time the body, like the machine, will begin to wear out. To keep it from doing so work is necessary.

If you want to build and keep perfect health see that you stretch for five minutes each morning. This drives the blood into all the cells of the body and renews them. It literally starts every function of the body into operation.

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All animals do this after sleep and they make a business of it. Why should not man do the same thing so that he may have the same health the animals enjoy? Also do five minutes of setting up exercises and loosen up the muscles.

Cultivate deep breathing, using all of the lungs not just the middle portion as many do, for more oxygen consumption means more energy. Eat right. Not only meat, potatoes and gravy, as many do, but plenty of raw and cooked fruits and vegetables that have the life-sustaining and energizing vitamins in large quantities.

Cultivate your skin. When healthy it both breathes and sweats, which adds to energy production. It breathes oxygen and excretes poisons. And yet many, many hard-working men never sweat. Open up the skin by shower baths and rub with a stiff rubber brush. Have a skin that glows. Surely it is work, but it is work that pays big dividends in energy.

Remember that proper rest periods are important. The amount of sleep one needs is regulated by the amount of recuperation one gets from food and the amount of work that is done to use up the body energy. Tired persons and those who do not sweat freely need nine hours of sleep every night when working hard, either with the mind or the body, for they get comparatively little immediate recuperation from eating. Their recuperation is slow.

Healthy, robust persons with ruddy color and skins and who sweat freely need only six to seven hours of sleep. They get almost immediate recuperation from eating. These persons should regulate their sleep according to how hard they work. The more work, either mental or physical, the more sleep is needed.

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Get your energy plant into proper production and health will be yours. Be so keen and alert mentally and physically that you are a Safety Factor to yourself and to others. Be so healthy that the colds and infections that attack the others pass you by because of your health and consequent resistance to them. Be so healthy that you actually live every minute of the day with the utmost joy obtainable in living. Preach this constantly to your friends that they, too, may really live and work every hour of every day. Perfect health means no sickness, real or imagined, no need to be absent from work. It means doing your Job and doing it every hour of every day. Perfect health can win wars and *perfect health is yours, if you will only work for it.*

Here is a short sketch on the "why" of the importance of safety thinking that can be used to advantage as a safety talk. The title is

"SAFETY DOES NOT JUST HAPPEN"

The causes of accidents are to a great extent man-made. The primitive man had little to contend with from the standpoint of accident hazards. He hunted and fished for his survival, he had only what nature provided in the way of Safety hazards and he was given instinct with which to avoid nature's hazards and dangers. Today, civilization in its marvelous development has placed a man-made hazard on every corner; man is literally surrounded by man-made dangers. No matter which way one turns there is man-made danger: bicycles, automobiles, air-craft, railroads, streetcars, electrical equipment, and machines of all kinds are on every

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corner. There are powder explosives, gas explosives, and fire all made by man and each is gravely dangerous. Man-made dangers have increased the possibility of accident tremendously.

Safety does not just happen. Man has created on every hand the danger of accident but has failed until just recently to build up a definite training program as to how to guard against the accident possibilities he has created. The teaching program should begin in childhood.

Man has allowed his instinctive side almost to disappear as a result of depending nearly altogether on his developed mind. Also he has nearly wholly failed to develop his mind along the lines of Safety thinking. In this changed world where man has to deal every minute of the day, both at play and at work, with danger, he must cultivate an awareness of mind and body. He must build his mind so that he knows where danger lies and be constantly on his guard in relation to it. He cannot avoid these sources of danger but he can handle dangerous things with care. Man today just cannot continue to live unless he has trained his mind to think safety.

Safety does not just happen. Like the instruments of danger and accident, the provision for safety must be man-made. Man must keep up with the changed conditions and build into himself an alertness that is constant in operation. He must develop a power to observe every detail of every little thing so that he is never caught off his guard. He must cultivate an exactness of movement of hand and body that will insure his absolute consciousness at all times as to where

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each part of his body is so that accident will not overtake him. He must follow every safety rule religiously.

Man must keep constantly in mind that Safety Does Not Just Happen: that Safety depends upon and must be made by man. In this day and age of extreme hazard constant and unswerving vigilance is the price of Safety.

Material things like money are replaceable; you can afford to gamble with them. No man can afford to gamble, not even once, with life and limb for they cannot be replaced. No money value can be placed upon them. Cultivate eternal vigilance in their protection.

Warnings should be posted in conspicuous places in every plant: "Follow Safety Rules. They are for your protection," or "Safety pays. Think Safety." No amount of teaching can make safety unless there is co-operation in following the teaching. *You can tell* workers about Safety, but unless *they act Safety*, accidents will be the result.

Make it a habit to obey safety warnings. It was noted that pedestrians of one of the largest cities visited recently paid no heed whatever to traffic signals. They crowded recklessly in front of autos and streetcars with no regard for their own safety or the traffic rights of others. The Sunday following the visit five pedestrians were killed in this city by autos. Rules and signs may be put up, but unless the individual heeds them he must suffer. Why make authorities force you to act safely? Why not co-operate for one's own good? On the streets alone the percentage of accidents to workers is a mighty score. Pay heed to the traffic signals. Be fair to the other fellow.

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It is the duty of every worker to make suggestions for Safety, and they should be encouraged to do so. Hundreds of useless suggestions may be made that will exhaust the patience of the foreman and safety engineer, but if one out of the hundreds saves an arm or a life the patience exercised is well worth while.

A safety engineer, no matter who pays for his services, is in truth a public servant. By work and teaching, with safety committees at his work and in his community, he is spreading the germ of safety consciousness. A home that thinks safety and teaches it is the surest birthplace of the safety worker. The father who teaches his children a regard for and the awareness of danger at home and abroad is the safe man in his working hours. So carry safety thinking home for the home today is the biggest source of accidents. The home is literally filled with man-made dangers.

The last suggestion made is that in addition to thinking Safety for one's self, one should cultivate the group thinking of Safety. Co-operative thinking of Safety means that each one not only thinks Safety for himself but also thinks Safety for every person he contacts at work or at play.

Each individual, from a safety standpoint, is literally his brother's keeper. He must think for his neighbor as he thinks for himself and teach him to think for others. If this thought can be made a living thing in the lives of every human being in America, so that safety consciousness becomes a habit, then the 98 percent of accidents for which the human is responsible will be eliminated. Speed the day. "Safety Does Not Just Happen." It must be planned and worked for.

The Sales Executives

THIS chapter covers the sales manager as an executive and considers the salesman in the light of a sub-executive of the sales manager. Every salesman must have executive traits in the handling of his clients and his territory. He must plan the use of his time and the expenditure of his energy. He can get sales in his own way, but he must get them.

The sales executive is of equal importance with the production superintendent. It is useless to produce unless the product can be sold, at a profit, and useless to sell unless the goods can be delivered.

The sales manager must be of unusual material or the sales department fails. He must have many abilities and all well developed for he has to select, handle and get results from a most difficult class of men. He must have a broad knowledge of human nature and excellent judgment in selection of men.

The sales manager must be a man without fear, full of self-confidence and of indomitable fighting spirit. Like the

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pioneer of old he must be in the front ranks of progress, leading, encouraging, and driving his men forward to conquer new fields, and yet be able to guard carefully the territory already mastered and controlled. He must be a man who is never licked and who never accepts "no" for an answer.

He must have the ability to analyze his product in detail, and to teach his men. He must be able to analyze his territory, with a full knowledge of what his competitors offer and how much they are selling in an outlined territory, so that he may be able to set up quotas for his salesmen. He then must see that they make their quotas.

He must have excellent will power backed by tenacity and perseverance with a great energy drive. Through him the work of his men is never done. Neither he nor his men ever say, "It can't be done"; they just go out and do it. There are always new clients to be conquered in old territory and thousands of possible sales in new fields. A sales manager's resourcefulness must be unlimited.

The sales manager must be able to make his salesmen like him, for many will produce best results by using persuasion and approbation. But the sales manager also must be able to be hard when occasion requires, for some salesmen only produce their best efforts when driven.

The sales executive is never satisfied. He demands greater output of an improved product. He demands quicker delivery of all goods sold and better service to his customers. He demands more territory to sell in and more and better men to do the selling, and always his imagination pictures vividly the idea of everlasting growth. Every sales executive

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and every salesman who is running true to form knows he owns the world and even thinks he has it all fenced in. This is the fighting spirit that sells.

Every sales manager should insist that his salesmen keep a complete card record of customers and prospective purchasers. The salesman should note upon this card each call and its result. He should note any items that come up during a call that give a personal touch about family, etc., and he ought to review these cards before his next call. The personal touch in selling can mean the difference between success and failure in many cases.

The sales manager's mind, with its broad executive outlook, dislikes the doing of details although he can do them. It is, therefore, wise that each sales manager should have a good, trained assistant who likes to handle the details of the department, including statistical matter, etc., so that the sales manager can devote his time to creative thinking.

A sales manager's job is to think and talk and do. He must talk with a set purpose, make every word count and conserve energy where possible. To talk in this way will burn lots of energy.

Because of the constant drive of a sales manager he may develop over-tenseness and a keyed-up condition that will result in irritability or even temper explosions. Irritability, tiredness, or over-tenseness in a sales executive can prove disastrous in his work of persuasion. To talk is a sales manager's chief work and his talk always must be thought out. He must conserve the time of his men, of his clients and of himself. When one is tired or tense there is a tendency to talk disjointedly and not remember what has been said, to

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use repetition instead of additional facts and thus talk too long and say too little. When tired he may speak in a mumble instead of using good enunciation. The sales manager's fighting spirit is his big asset, but if he is continuously tired and tense his fighting spirit will be lost and he will be easily irritated by opposition. Instead of fighting confidently he may become snappy and antagonistic.

A sales manager or salesman definitely must not be egotistical, opinionated, abrupt, intolerant, irritable, resentful, antagonistic, ill-tempered, arrogant, or arbitrary. He must not have temper explosions nor can he be argumentative on any subject whether it is personal opinion or relating to business. The expression of any one of these traits, no matter what the circumstances may be, in one that has to sell will alienate from him the good will of the possible purchaser who does not have to tolerate a display of any of these traits. In a salesman these traits may be listed as unpardonable sins.

The work of a sales executive requires constant directed drive under mental stress. He should, therefore, give special attention to the advice about relaxation in the chapter, "The Top-flight Executive," and to body building as outlined in the last chapter. All suggestions in the chapter on "The Top-flight Executive" are applicable to the sales executive.

A sales manager particularly should try to do everything in a relaxed manner and with a directed, not prodigal, energy expenditure. The tendency in making a sale is for the salesman intentionally to key himself up to a high level of tensivity and hold himself there. This vibrant condition re-

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acts on the one who is being sold and also lifts him to a high level of sustained tensivity. This is wrong salesmanship.

The one who does the selling should talk easily, in a relaxed manner with controlled force. When an important point in the canvass is reached the salesman should release more energy and force and stress that particular point. The salesman's increased energy expenditure will raise the client's level of response. After making the desired point the salesman should at once drop back to his former relaxed and controlled level. Each important point it is desired to make should be so stressed and after each point is made the salesman should drop back to the lower level. A final highly stressed period should be used in closing the sale. This has proved the correct way to sell. The use of convincing sincerity and not the use of force is the way to sell.

A salesman's canvass made the wrong way with continued high tensivity throughout does not sell, it merely excites the prospect and wears him out. It tires both the salesman and his prospect and the prospect therefore does not remember the sales talk or the points made. A canvass made in the right way will drive home the important points which will be remembered and he is then persuaded, convinced and sold. The wrong way is "high-pressure" selling which is now acknowledged to be poor practice; the right way is "low-pressure" selling which is really convincing the prospect that he actually wants the particular thing offered so that he buys of his own accord and stays sold.

There is positively nothing that cannot be sold for there is a buyer for everything if enough persistence and resource

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are shown in finding him and real understanding is shown in the manner of selling him.

All good salesmen have executive ability for they all, to a great extent, have to plan their activities. They cannot be directed by the sales manager as to how long or how short a time they are to spend with each client. The length of time for each call must be regulated by the atmosphere, conditions, and attitudes of the client. Either a too long or a too short call may be fatal in making the sale. A salesman must exercise judgment concerning these things.

A selling organization is just that. The sales manager must first sell the product and the company to himself. He must then sell himself, the product and the company to the salesman. The salesman must first sell himself to the sales manager and then sell himself, the product and the company to his prospective purchaser.

The trained sales manager will realize that the success of his job rests upon handling his salesmen successfully and he must understand their varied traits and abilities. Salesmen are a most difficult class of individuals to understand for they are often as temperamental as an artist.

Some sales executives say "salesmen are born" and other shrewd sales executives say "salesmen are made." The truth is that they are neither one nor the other, the satisfactory salesman is both born and made.

The type called the "born" salesman usually has a vigorous body and is sure of himself. He has unlimited self-confidence and is exceedingly talkative. This salesman likes all people and tends to be too social. He must be trained to be more conservative and less effusive in his manner of

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approach. He has to learn to get the respect of his clientele before he becomes a safe salesman. This will make him both the "born" as well as the "made" salesman.

The salesman hard in manner likes only a few people, and nearly always is very direct and abrupt in his contacts. This tends to antagonize his clients. This man is too hard and set in his way and must be softened up. He must be taught to like more people and to overcome his prejudices. If he can master these traits he will become the likable, consistent and dependable salesman who will hold his clients. This man is not a born salesman but with his more than usual intelligence he can sometimes be made into a rather good one.

Both these illustrations show how inherent traits have had to be changed by environment and training to bring each of these individuals close to balanced personalities.

The salesman must handle each client in a different manner. Each prospective purchaser is individual in his manner of doing things and in his way of thinking. The salesman must learn to sell each in the way the purchaser wants to be sold; not the way that the salesman may want to sell him.

The sales manager and salesman must be responsive to impressions and cultivate the habit of keeping their senses always alert to catch the feeling and thought of the man they are trying to sell. They find that the law of nature—"like produces like"—works out in respect to the judgment and the understanding of people as it does in other respects.

It is apparent in all executive human relationships that to persuade others they must be understood. It is equally apparent that the executive persuades and controls best those

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who are like himself, because he usually understands himself. Therefore, the more varied the traits and the broader and better balanced a sales executive or salesman is the wider is his understanding of his clients, thus the greater the number to whom he can sell.

In other words, a salesman can sell to a large proportion of the prospective buyers who are like himself. He has some difficulty in selling to those partly unlike himself, and does not sell, only in isolated cases, to those who are wholly unlike himself.

This rule can be picturized in the following manner:

People like himself	Some traits like himself	Few traits like himself	Has no traits like himself
50%	20%	15%	15%
He sells easily	Sells fairly often; some resistance	Seldom sells, but little understanding; strong resistance	Cannot sell, no understanding; resistance often amounts to antagonism

This plainly gives evidence of the fact that provided the company and the product are right and the salesman himself is right the degree of his success will be according to his ability to understand the people he is selling to and his ability to bring himself into harmony with them. In this way *he will sell them the way they want to be sold.*

Briefly, examples are as follows: The client of fineness and of cultured breeding wants to be treated with respect and deference. He will resent an approach of familiarity such as the offer to shake hands, or the slap on the back, or the telling of stories. He must be sold by quietly outlining the proposition and keeping at a distance.

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The client of coarse material likes familiarity, always offers a handshake and dislikes any indication of aloofness on the part of the salesman. He buys mostly on the personality of the salesman. The salesman must bring himself down to this client's level. He is friendly on short notice and expects to be met on that ground. He is talkative and wants response.

The "easy," emotional client whose feelings always are active and who has great imagination, will buy where a vivid picture is well painted that will appeal to his emotions and imagination. He does not like details. He likes to talk of easy money and the profits. He also is friendly and talkative. The "hard" person who thinks, wants facts and figures and he buys with his head, not with his heart. He must be shown low price, durability, economy, and profit. Friendship is not a factor in this sale. He likes few people, is abrupt and short and expects you to be concise in making the canvass. You can't hurt his feelings and he does not care if he hurts your feelings. This man is difficult for most salesmen to sell to.

Each of the above prospective purchasers has a different motive for buying and the salesman by his judgment of these men must try to discover the individual buying motive of each.

For instance, the thrifty, close-fisted individual will buy a car that is economical to drive, he will question the mileage per gallon, oil consumption, durability, and wants a medium to low-priced car; whereas to the emotional, responsive and expansive buyer, these attributes have no appeal as he does not think of these things. He wants size,

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flashy appearance, comfort, and showiness to attract the attention of others so that he may have the delight of ownership. He is pleased when both friends and strangers point as he drives by and say, "There goes 'so and so' in his new car." Cost to him is an unimportant factor in gaining the attention of his fellows. This is only one illustration but it indicates the importance of framing a different selling canvass for each prospective purchaser so as to make the right appeal. Ease or difficulty in selling is regulated by understanding the man to be sold and talking to him about the points in which he is interested.

All these types and many others are recognized by the sales executive and the salesman and are sold to if they are understood and approached and handled in the right way.

There is as much difference in the traits of a salesman as there is in a prospective purchaser. That is why one man can sell in one territory to one class of prospects and not be able to sell in another.

Years ago an excellent salesman, the best in the organization, was sent from Minnesota to open up a Southern state. He worked with his usual energy and application, but he did not make a sale. After 90 days he was recalled. Later, a native of the state in a small town answered an advertisement for a salesman and was hired to work in that territory. This man sold good orders in nearly every town at which he called. He had continued success.

The first man was alert and keen, but his method was to do business and get out. The last man walked with a slouch and with almost a shuffle, he spoke with a drawl, was never in a hurry, and the top of a barrel was his resting place. He

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understood them and they understood him and he sold them the way they wanted to be sold.

A sales executive should watch the man who makes many calls with but few sales. Sales are wanted, and he may be covering his territory rapidly at the expense of sales. Never rush a sale. If it is worth making it is worth the time to make it. He should try to express more human interest in his contacts. No salesman should make last minute calls, as he is probably so keyed up that his shortness is likely to antagonize.

Watch the salesman with strong likes and dislikes, for he will spend more time than necessary with the "likes" and may not even say "hello" to the "dislikes." Train him to study people and to forget his dislikes. He must do this if he is to be successful.

Watch the salesman who talks much and says but little. Every word a salesman says should build confidence or create desire for the product. No careless or unthought words should be spoken and every word said should be considered in relation to its effect on the prospective purchaser and the sale. This point is not given the consideration it is worthy of. Salesmen do too much random talking.

This type of salesman either oversells his clientele and makes promises impossible to live up to or he does not sell them at all. If he makes a really large sale he does not come down to earth until the next morning. He is inconsistent and is the sales manager's worst headache. This salesman is difficult to direct and control. He must learn to plan his sales canvass and stick to his plan as closely as the particular type of prospect will permit. He has no system and keeps

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no records unless he is constantly urged to do so. This man sparkles but the sparkle is all on the surface.

Watch the good natured, generous salesman who makes close friends of many of his clients, for his tendency will be to visit long with the friends and slump over other calls. This will show in his record of sales. He has no dislikes but he loves too dearly the ones he likes. He will tend to alibi on this question to himself as well as to his sales manager.

Watch the salesman who is shiftless and lacks system in sending in reports, for he will tend to conduct himself in the same way when he is making a sale and in the treatment of his clientele. He will not be systematic in building his canvass or his orders. He will be satisfied with half an order and will accept too readily a refusal to buy.

Watch the salesman whose sales vary greatly from day to day. Either he is not well, tired or moody, or he may be playing harder than he works. His mind may not be on his business consistently.

Watch the salesman who is overconscientious about details. He is likely to be finicky with his clients to the detriment of sales. He may lack self-confidence and put in more time in preparing records and in doing "office work" than on the firing line in making approaches and sales. If he lacks self-confidence, self-assurance, and possibly energy, he has to drive himself constantly in making calls. This man probably lacks greatly in the essential fighting spirit.

Every salesman should study the way he talks, for a sale usually is made not by what is said but by how it is said. Remember that many a sale is made by knowing when to talk and when not to. An extreme illustration of this is

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when the prospective purchaser is left alone with set intent but the salesman arranges that he shall sell himself indirectly by what he hears and sees without being individually shown. He will then come to the salesman of his own accord and buy. This is what may be called the extreme of "low-pressure" selling. This man literally buys without realizing that direct selling has been done.

The sales manager, in the selection of salesmen, must make his choice from the standpoint of what is to be sold. The glib and free talker is not a good selection as a bond or listed stock salesman. It requires a conservative salesman to sell a conservative investment that is sold to conservative customers. In this class of selling there must be a relationship of confidence in the house and the salesman from whom they buy or no sale results.

The man who sells a staple line usually sells more on the reputation and confidence in the house and on personality. He is most often an order-taker rather than a salesman. This sort of concern will not allow high-pressure methods to be used to oversell their customers. They prefer both conservative methods of selling and satisfied customers.

The man who sells machinery must of course have mechanical understanding of the product he sells and should be on the same level of breeding and fineness as the user of the machinery. For instance, the sale of farm machinery requires one type of mechanical salesman and the sale of mechanized office equipment requires an entirely different type. The selling of household electrical appliances requires still another type of salesman if each is to be successful.

There is the "high-powered" commission salesman whose

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chief thought is the amount of his sale and the profit to himself rather than the satisfaction of the purchaser. He is a one-time salesman, a man of many promises. He tends to overload his customers. This man has his place but he is the least desirable. This type of salesman is more one of the past than of the present. The standard of selling has risen and has reached higher ideals.

The many restrictions on promotional selling have put salesmanship on a higher plane. The salesman of today most in demand is the man of integrity who can sell to his customers because of their confidence and without resorting to high pressure. This man depends on the merit of what he offers and the confidence he can inspire to sell to and to hold his clients. Such selling always means satisfied customers and a repeated demand. This is real salesmanship.

Organization and Policy Suggestions

THE structure of an organization is a very important part of its harmonious operation. Every organization should have a well set up plan defining the duties of officials and executives. This plan should be in writing and illustrated by diagram so that it may be permanent and added to as occasion shall require. The public libraries are full of books on business administration that give organization plans with diagrams for the guidance of those who wish to use them. Such a plan gives an executive knowledge of the scope of his authority and responsibility.

This question of an organization plan is so important that it is fully covered in the chapter, "The Top-flight Executive," and the reader is referred to that chapter for the complete reasons for its needs and answers.

In every unit of every organization there should be a supreme head, otherwise one branch of operation may come in conflict with another, resulting in divided authority.

Some organizations make a special point of the weekly or

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semi-monthly meetings of executives whose duties are kindred and whose departments contact each other closely. Meetings of these committees are valuable and should be at regular set times. Attendance should be compulsory. The committees should be kept as small as possible consistent with the size of the organization so that there may be the personal touch in all discussions. New methods and what other organizations in similar lines are doing should be discussed.

A chairman of each committee is selected to control argument, to settle issues and to direct discussions. One of the higher executives of the organization should be "ex officio" member of each committee to attend the meetings as his wish may dictate. He can present any organization policy changes or other matters.

Instructions from the executive head of one department to the executive head of another department, or any definite expression of opinion, should be made by written memorandum. Thus should credit be due for assuming authority, or censure be due for wrong instructions, the responsibility may be definitely placed. This makes every individual who has to assume authority a little more careful that he is right before issuing orders.

The office of an organization and its management are important and, in small organizations at least, an often neglected part of the business. All too frequently there is no office manager and although all employees are in one large office separate groups are under control of the executives of various departments. These executives are in their own private offices and there is no one in over-all authority

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in the large office. In such a case there is a decided lack of co-ordination. One group is idle when another has more work than it can do and the idle group has the effect of slowing up that which is busy.

One executive is captious in relation to the use of his group by another department head whose employees are overloaded, and the employees of the non-busy group resent being asked to do work for other than their own department.

It would appear that outside of the executive's private secretaries, the office should be in charge of an office manager whose business it is to distribute all work and get the best results out of all employees. This makes for harmony, economy and efficiency.

The records of a business are a valuable and important asset and must be carefully kept in safety from theft, fire and water. A proper vault should be provided and all records of value should be checked into that vault each night by the office manager or an assistant.

An annual physical check up of all "top-flight" executives and possibly all executives including foremen at the expense of the organization probably would be found to more than pay for itself. Every destructive nervous and organic ailment has its beginning, and if recognized early the life of the efficiency of much valuable material can be lengthened materially. "An ounce of prevention is worth a pound of cure" in this case.

As is natural in every organization, there are those who are ambitious to better both their positions and their incomes, but it is notable how few there are in any field of endeavor who have done anything except their daily work

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and possibly some miscellaneous reading to try to build themselves for advancement.

In spite of being absolutely loyal to the organization, many long-time employees become deeply resentful that they have not advanced as they feel they should. They seem to consider their long period of service as the only requirement for advancement and have never conceived of the idea that there are many other requirements to fit them for a position of greater responsibility.

During a "heart-to-heart" talk with a man of long service and past 50 years of age, he acknowledged deep personal resentments. The cause was recognized easily when he made the statement, "They have got me in a rut." He was asked to repeat that statement which he did with the emphasis on "they." He was then asked, "Are you a slave?" to which he replied with a drawn out "No." He was then told: "Well, this is still a free country and you have your own destiny in charge, so there is only one person who can put you in a 'rut.'" After thinking a moment he said, "And that's me." He was told: "And no one else."

It was then suggested that an inventory be made of the traits he possessed that are essential to foremanship. After explaining the requirements for six of the essentials for foremanship, and his own acknowledgment that he was short on all of them, he was asked: "*Who* has put you in a rut?"

The talk did away with the basis for his resentments and he started, although late, to at once build for the future years. He said he should have had this talk and analysis of

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the situation years before. He was of really good material and only needed the right suggestion put in the right way. Too many workers through warped thinking blame the other fellow for what is their own fault, but if approached in the right spirit by someone they are convinced wants to help them they are anxious to act upon what is suggested.

It would seem that a more individual and personal interest should be taken in employees by management and that they should be talked to and advised as to what are the needs for advanced positions and how and where to get what is needed, so that they may work intelligently to gain the necessary knowledge. Such work in many organizations has discovered and developed much valuable material.

It is possibly true that only a comparatively small number would respond to the suggestions, but even such a percentage would amply repay the organization for the time and effort expended.

In addition to incentive bonuses and other means of stimulating the worker toward greater production there should be some plan for reward to the individual who has creative and inventive ability when he produces a process or mechanical device valuable to his employers.

Patent rights belong to his company, but if some compensation method could be worked out it would prove a definite incentive to workers and executives and would mean many valuable ideas for the organization. The utmost good faith should be exercised in respect to such incentives or the plan can cause the loss of many good and valuable men.

When an organization is operating units far apart, all

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improvements put to use by members of one unit should be installed in all the others.

Competition in production between several units is a fine thing but should not be allowed to the extent that any one unit should be reluctant to let the other units use all the efficiency suggestions. The general interest and loyalty in the organization as a whole should supersede unit loyalties.

Another point that is neglected by some organizations is the advantage of group meetings of operating executives. When an organization has many plants with each operating under an individual head and in adjacent districts, it is important that these men get together quarterly, or semi-annually at least, and discuss their problems with each other. These men get much in usable suggestions and inspiration from each other.

The degree of the success of an organization depends wholly upon the degree of faith and harmony among individuals in the organization. The human element in any business always is the most difficult problem and yet it is the factor that nearly always receives the least consideration.

Every organization should have a high class man—he may be one of the officials—who handles all personal relations. This man should be outside of the personnel department; he may be a trusted representative of the owners and top management. His duties should be to establish the feeling in every employee that he, in behalf of the owners, has a personal interest in each one of them.

A good personal relations man can do much to establish the deep loyalty in an organization that makes for

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complete harmony and co-operation. This is being done successfully by some managements and could be done by all.

Both management and labor must realize to the full that each is literally dependent on the other. The abilities of the "top-flight" executives, the "white-collar" executives, the foremen, and the workers all are essential and who can say what class of ability is the most necessary to success.

The management that makes a generous division of the profits with those who helped make those profits is the concern that has the most to divide. The "give and ye shall receive" policy still is and always will be the best, for it is based on one of the greatest of psychological truths.

Relationship of Management and the Worker

THE understanding of the human element and the exercise of consideration by both management and the worker are the important factors in business co-operation. There would be no opposing sides but a unified aim, if both management and the worker could put self-interest into the background and really make a sincere effort with exercise of justice of thought, to understand each other's viewpoint.

There must be a generous, fair and just contribution by both management and the worker toward the success of the operation if there is to be harmony and co-operation. A partner in profits must willingly do a full partner's share in earning those profits or dissatisfaction, friction and dissension will arise and grow between the partners.

Two kinds of management always have and always will exist. One is absolutely fair with no desire to exploit the worker. Such a concern is anxious to give a just proportion of profit to the worker who has helped to make it and sees to

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it that the human element of consideration for all is justly extended.

The other type of management is not fair and regards the worker in the light of so much necessary equipment to obtain an end. The employees are treated like chattels rather than like human beings.

The last few years have shown a most decided change in the attitude of management toward the worker. Recognition of the rights of the worker—and every human being has rights in this free country of America—has grown rapidly. Today, the companies which do not treat the worker with full consideration are definitely limited.

In other words, the worker today not only has come into his own but he is also the dominant and most considered factor in any business.

Whereas management in years past exercised to a great extent an unrestricted policy toward the worker, today it is management which is restricted by worker organizations.

The management of the past was to some extent despotic in that the worker had no word as to wages, hours, or conditions of work; the worker today dictates in relation to all these factors.

Whereas management in the past hired whom it pleased and fired whom it pleased, when it chose, today the organized worker groups to a great extent determine who shall be hired and no one can be fired by management without agreement by the worker's representatives.

Management once was dominant and to some extent domineering. Today the worker possesses and to some ex-

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tent uses these cudgels and management has to take it whether it likes it or not.

This attitude is more prevalent in some districts than in others. In some districts, and in some plants in all districts, there is no such attitude, but there is a fine feeling of confidence and mutual co-operation between management and the worker.

In many districts, however, and in many organizations, the workers have a definite group feeling of resentment and antagonism toward management. They take this attitude as a matter of course, whether there is a specific reason or not, and everything that is done by management in such an organization is scrutinized often with the lopsided criticism of resentment and with a definite desire to find fault. Where this attitude on the part of workers exists the details of every small actual error in judgment, as well as many imagined errors, are recorded by certain workers—not craft representatives—in case books, with the hope that the sum total may be sufficient to warrant outsiders to come in and add to the trouble for management these disturbers have created.

There is no question but that the representative of the workers should be vigilant to protect the rights of those he represents, but he also should be fair and open-minded, and where infringement of rights actually appears, the intent of the offender should have careful consideration.

As the bread and butter of both management and the worker come from the same source, it would seem that the loyalty to the organization is a bigger thing than any other, and that a desire to co-operate in full should be a paramount feeling.

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The feeling among some workers is that there exists a high fence between management and themselves, an actual dividing line in their interest. Some seem to feel that they should make all the trouble possible on their side of the fence and should give as little as possible in work for what they get. Co-operation in such a group is a word unknown to the majority of them.

The above condition that at least to some extent exists between management and labor is because management assumed that the dominancy exercised by them in the past would continue uninterrupted into the future.

Instead, they should have recognized that there was a new trend in business which if properly directed could be made advantageous instead of detrimental. Management, in many cases, refused to see the writing on the wall.

Management either recognized the coming change of condition and fought it or without vision remained passive and to some extent amused, whereas it should have been awake and interested in the possibilities of the organized worker and should have co-operated in guiding his destiny.

The trained organizers of business left the organization of this important part of their business to those untrained in organization and uninterested in management. They failed in foresight.

The worker is more interested in his work than anything else, and so the majority took but little active interest in what was going on. They left it all to a few workers inside the business or to outside individuals inclined toward organization.

This proved disadvantageous to management and often

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to labor in that it allowed the promoter organizer, who often is selfish, to control the situation. This would naturally prove detrimental to both factions. Management lost its position of dominancy because many of those interested did not exercise their power with a due regard to fairness and the underdog.

Just so surely will the workers lose their present dominant position unless they consider management, which is now the underdog, with an attitude of fairness, consideration and co-operation.

NOTE: A very positive member of organized labor to whom this article was submitted for criticism wrote:

"I believe this message is a timely one. I have been firmly opposed to the labor attitude that management should give all and labor nothing it can prevent giving. I have so stated myself in . . . meetings and refused to serve on some committees where I felt that too much sledgehammer was being used. *Because of my beliefs, I have underlined the above sentence.*

Unrestricted power, unless in the hands of farsighted and just persons, tends in the direction of tyranny, which builds up a constant increase in resentments and antagonisms, finally bringing about the overthrow of the power behind the tyranny.

Unless the members of worker groups get more service personally, with fewer restrictions and more recognition of individual ability from their organization, the organization is going to languish. Unless these worker organizations give more to management in service and co-operation, they must surely lose their dominance and again become the underdog. If the worker organizations will build up a reasonable attitude they can retain much of the power they now have.

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But unless they are reasonable they will instead build their own destruction.

This is the glorious free country of America and yet it is stated and taught in all seriousness by some group representatives that ~~all~~ men are equal in every particular. The position is that no one man has greater inherited or developed abilities than another, when every one knows that the outstanding factor of progress among American men has been that there is nothing that an American cannot attain if he sets his mind to it and consistently works toward that end.

This is the claim by many and workers are taught to resent the man among them who does more or too much work, or does it better than others, or in any way indicates by demonstration that he has actual superiority over another worker. He must not have a feeling of superiority or any ambition to be superior to any other worker of the group in which he is stationed.

This same principle among the workers is the basis for the seniority rule for advancement which replaces the merit rule. As no man is superior to another, no man should advance over the head of another. They must advance in the ranks only in regular turn according to the years that they have served with that particular organization.

This rule is generally accepted and yet it is unfair to the superior worker, as it holds him back to the level of the poorest worker. The superior man rows the boat while the incompetent rides along. This is contrary to the principle of individual enterprise and the democratic spirit of America that the better man wins.

Also, it is a handicap to management, as under this rule

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an inadequately equipped man sometimes must be advanced to take a position for which he is wholly unsuited. This puts a heavy burden upon the foreman who has such a man in charge, as he is forced to try to teach a man something for which he is not adapted. This is a heavy strain on the foreman's patience, nerves, and efficiency and materially increases the hazards of business operation and the safety of all. It is true, the seniority rule provides, if the man is proved incompetent, a manner for his transfer, but it is difficult to get action in such a case. It would appear that in fairness to the workers themselves some method of advancement, including both seniority and merit, should be worked out so that superior ability may have its just reward.

This outline of conditions is only the forerunner of a plea that both partners to this problem use their utmost efforts to break down any fences that seem to exist between the worker and management.

The foreman got his training as a worker and is a man in authority between the worker and management but in most cases is definitely considered by the worker as a part of the management. The worker considers him on the other side of the fence. He is the actual contact man between the two and he should and can do much toward building better feeling. The foreman can also, as the contact man between the worker and management, do much if arrogant, intolerant and arbitrary to build and maintain a feeling, both consciously and unconsciously of resentment and antagonism toward management.

A "top-flight" executive must give his first loyalty to his organization but he must not have set prejudices toward any

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worker or group of workers or those prejudices, although not expressed in words, will influence the attitude of his foreman toward the men he controls and resentments and antagonisms will result between the foreman and his workers.

An executive may think that he can have prejudices and keep them to himself, but it just cannot be done for it is only human, whether he wishes it or not, that his judgments and attitudes will be tinged by his prejudices. It is emphasized that business requires a strictly impersonal attitude and all an executive's decisions must be made strictly on the basis of justice and not as a result of feeling.

Closer understanding and greater co-operation among the executive, the foreman, and the worker is urged and also that the foreman try to induce more understanding in his men of the problems that confront management. If the worker can only be made to realize that his welfare and success is tied up in the welfare and success of management, there will be co-operation as the basis for success for all.

The difference in the attitude of the plant and shop worker in various plants is a thing worthy of study. Some plants, even in this day and age, are entirely free from group resentments of any kind, although there always will be some few individuals who have a personal grievance, either actual or imagined. In such a plant the workers are neither resentful of another group of workers nor do they have anything but the finest feeling of co-operation towards their foremen and management.

Another plant will have workers grouped together against each other in deep resentments and still other groups antag-

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onistic in the extreme against their foremen and to a lesser extent have a feeling of resentment against the management and owners.

Workers in every district are human, and harmony can be established if the executives and foremen have a proper understanding of the situation and their workers.

In a trouble district the atmosphere should be fairly recognized by management. Particular stress should be laid on the selection of foremen who are more than usually patient and intelligent, that they may objectively observe and study each individual that they have under them. This condition requires more than usual understanding and observation, which will enable the foreman to quickly learn where to look for trouble so that he may control it as soon as it starts.

In such a district special study should be made by the management in foremanship selection. The foreman must have the liking and the respect of the majority of the workers. He must be close enough to the workers to have their complete confidence so that he can understand them and get close to each one personally.

Management in such a district must realize that the situation is unusual and must try to meet it willingly by the use of unusual methods. Time and thought and if necessary money must be used to bring the executives and foremen closer to the workers.

Without falling into "paternalism," by careful suggestion the workers can be persuaded to arrange social meetings at which the foreman is present. He should take his place on equal terms with the worker. Even members of the "top-

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flight" executives, in a case like this, should drop in at such meetings unannounced and freely shake hands with some of the workers.

This sounds like a little thing, but if done in the right spirit it can do much toward the prevention of bad feeling and toward breaking down the idea that there is literally a fence with management on one side and the worker on the other.

It also appears that in such a district every grievance should have more than usual attention. The management should recognize that the "griever" representing the worker has a difficult task.

To some executives in authority it is particularly irksome to account to workers and to explain every action and decision that is made relating to them. Under present conditions it pays in harmony to be broad in this respect.

The old time, "hard-shell" executive and foreman find it hard to change their attitudes toward the worker and his changed position and still do it gracefully. They may do it by word, but inwardly they resent the act. An executive or foreman of this type has no place in business today. He must accept conditions as they are and leave behind "hard-shell" attitudes and antagonisms.

Either through neglect or because of undisclosed antagonistic feeling on the part of executives, it frequently happens that the result of an investigation of a registered grievance is not properly posted, nor is the conclusion of the arbitrators made known to the aggrieved parties.

Whether the conclusion of the arbitrators is favorable or unfavorable to management it is shortsighted to allow re-

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sentment to build up when proper posting of the discovered facts would close the issue. The group or individual has a right to the facts and it is the duty of management to see that they are clearly stated and posted upon the bulletin board.

The whole investigation file containing the facts and the opinion of the arbiters should be called to the attention of the involved workers' representative and he should be urged to discuss the findings with the individual or group he represents.

Investigations of this nature must be taken up at once and pushed right through. Every investigation, whether of a major or minor issue, should be thorough and the results recorded. The investigator must not have any bias toward either management or workers, and he must take a real interest in every problem.

It may appear that this method of handling grievances is overstressed. To management it is possibly only a small part of the day's duties, but to the interested individual it is vital. Many times a group resentment has been allowed to grow because the facts discovered by an investigation, and the decision on those facts, never reached the interested parties.

Incentives prove of value in some cases both to increase production as well as to build a finer spirit of co-operation. It would appear that a group incentive and a group award produces better feeling and better co-operation than an award for individual excellence.

This results in each member of the group building the efficiency of the other members that they may all have the

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pride and rewards of the finer accomplishment. In this way team spirit is brought to bear and a drone will not be tolerated by the team.

It is wise in selecting personnel to avoid the basis for group resentments. For instance, ejecting a group of workers from a district where labor is unorganized—and even the workers are antagonistic to organization—into a new organization in a closely organized district is certain to prove a potent and continuing source of antagonisms. If the district from which the outside workers are brought is widely separated from the point of operation (as from the Old South to the North), the trouble factor between the workers is multiplied. If many of the foremen are selected from the same distant district—they have different practices from the locality of the business—there are then the added resentments as between the workers and the foremen with a constant claim of partiality.

Foremen and workers of widely separated districts have different ways of doing things.

Conditions must continue to change with time as the present age has shown, and as the future unfolds itself let both management and labor look ahead with open and just minds toward a better working world for all.

Let management and labor forget selfish interests and both give all they have in co-operative effort toward the greatest partnership in the world, that of management and labor. This will mean more success and more joy in living for every participant.

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IT HAS BEEN PROVED that both the mind and the body can be built to almost any extent. In the average individual his capacities are barely scratched in the course of a lifetime.

A psychologist has written that the average person in America uses 10 percent of his brain capacity. He names the 90 percent undeveloped the "Great American Desert." The capacity is there but in many cases it is little developed.

It is equally true that the activity of every bodily function can be increased materially. Most individuals are forced to develop their brain to some extent, but give no thought or effort to improving the performance of their bodies as an energy-producing machine.

The body and the mind are strictly a unit, not separate, unrelated activities. Not so long ago science considered an unbalance in the functioning of either the body or the mind as calling for separate treatment. Today it is accepted that bodily conditions are a possible cause of mental disturbance and that mental states possibly affect bodily conditions.

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The functioning of a healthy body is needed to result in an efficient human energy production machine, the source of energy for thought and action. A balanced mental condition is necessary if the energy is to be controlled and directed in its expenditure.

Any energy producing machine must have proper fuel and burn that fuel efficiently. Therefore, the chief function of the body is the production of energy, while the brain and sensory motor nervous system give one the power to feel, reason, and act.

A balanced operation of all the body activities means the highest possible amount of energy production, and a balanced operation of the brain and sensory motor nervous system means the ability to feel, imagine, reason, and act with a well directed purpose in the accomplishment of an undertaking.

To develop the body to its best capacity as an energy production machine it is necessary to eat the right foods at regular hours, to drink the right quantity of liquids and to do in the right way the proper amount of exercise suited to the particular person. It is necessary to develop the full capacity of the lungs and the skin to breathe all the air possible so that there may be a large supply of oxygen, which is the spark that burns food and turns it into energy. Waste matter from food and air must be excreted regularly through the proper channels, which includes the skin, if health is to be maintained at its best.

The growth of the body, the brain, and the sensory motor nervous system—and after maturity their continued balanced performance—is dependent on the endocrine glands.

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These glands—the thyroids, adrenals, and pituitary, etc.—by secretions released into the blood, cause the greater or lesser activity of all the functions of the body. What a person eats and drinks or does can increase or lower the activity of these glands.

The degree of activity of each gland varies in different people. As many of a person's potentialities find their base in these glands, it is easy to see why people are so widely different in their activities. It is desirable that each of these glands shall function to a balanced degree in harmony with each of the other glands.

Right foods include a full diet of meat, eggs, raw and cooked vegetables and fruits, cereals, etc. The meat and eggs furnish much of the protein for muscle building and the fruit, vegetables and cereals provide the other elements, including the valuable vitamins that make up a balanced diet. It is surprising how many men, who work hard with their bodies, eat only meat, potatoes, bread, and gravy and seem to neglect altogether the vegetables and fruits. Such a habit must be corrected if really good and prolonged health is to be enjoyed. Also, the tendency is to eat too rapidly. All food should be masticated thoroughly; it helps digestion. It is an important part of living and deserves time. Proper nourishment depends more upon the choice of foods and how you eat than upon the amount you eat. It is what you digest and assimilate that counts.

Right liquids include plenty of water, at least a quart every day, milk and fruit and vegetable juices. Because their secretory systems are poorly developed a number of persons do not like to drink water, but it is important that these

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persons should change this attitude. To start with, they should drink not more than half a glass at a time, but should drink the half glass just as often as they can think of it. They should make it a business to think of it. After doing this for a time the secretory system becomes more active and the quantity can be increased to a full glass.

As water constitutes a large proportion of the body mass it is particularly important to give attention to this. These persons tend to be underweight, are often bothered with constipation and have a tight, congested skin that does not perspire freely, if at all. The drinking of more water will help to overcome these conditions. For those who like to drink water one or two glasses can be taken at a time; it is good for them. These persons usually perspire freely all over the body.

Nearly everyone can drink milk, which is a valuable food, but everyone should drink milk slowly, by the mouthful. Pouring it down rapidly can cause trouble with one's digestion.

Tea and coffee of normal strength, in reasonable quantities, are not harmful to most people, although very strong tea or coffee at all hours is not good. Drinking too much of either may become a bad habit. It is stated by some doctors that coffee is difficult to digest.

What one eats and what one drinks affect the body activities and so can influence the way one breathes. Breathing is an important activity in the production of energy.

Very many persons never have really learned how to breathe. The common habit is to use only the middle por-

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tion of the lungs in short breaths, instead of developing the lower and upper portions. Many people have flat chests and breathe very shallowly, even in the middle portion of their lungs. If best energy production is to be developed the whole lungs must be brought into activity and developed to the full.

Deep breathing or abdominal breathing can be made a habit by the practice of drawing in the breath deeply while counting ten, holding it for the count of ten and then gradually expelling the breath while in control and while counting ten. It might be well for some to count only five for each step until they become accustomed to this exercise.

To develop the upper lobes of the lungs, the portion used hardly at all by many persons, draw the breath in slowly while counting five, hold while counting five, then use utmost pressure and literally force the air out through the lips while they are drawn tightly together. This pressure drives the air into the upper lobes of the lungs and one can feel it fairly lift them up with expansion. Development of the upper lobes of the lungs means a big increase in oxygen consumption and materially increased energy production.

Do all breathing exercises if possible in the open air, for instance while walking to work, or with the window open. Always throw the shoulders back, lift and expand the chest, and draw the chin close to the body while doing them. Always breathe through the nose, not the mouth.

Mouth breathing is a very bad and injurious habit. Mouth breathers take short, quick shallow breaths. If they breathed the same way through their noses they would get no air. One must take a deep breath when breathing through the

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nose. If one is a mouth-breather, either during the day or at night, ascertain if the nose has any obstruction. If so go to a doctor and have the obstruction removed at once. This is important for both children and adults.

If there is no obstruction or it has been removed, cultivate the thought "how good it is to breath through the nose" and do not allow yourself to think how bad it is to breathe through the mouth. Use positive thought to develop the right manner of breathing, rather than to dwell upon the bad habit. Particularly, just before going to sleep at night, close the mouth tightly and breathe deeply through the nose. Think at the same time "how wonderful it is to extend the nostrils, throw out the chest, and breathe deeply." Your mind is most receptive to suggestion at this time and therefore holds the suggestion through the sleeping hours. This will help to establish right breathing habits. Right breathing means to take in all the oxygen that is possible and also to expel all of the carbon dioxide. Carbon dioxide is the poison collected from the blood as it passes through the lungs.

To build and keep the muscles of the body in an active, resilient condition one should do stretching exercises each morning. Watch animals when they wake after sleep. They make a business of stretching every muscle both outside and inside their bodies. They seldom have cramps or constipation and are unusually healthy. Every human being should do the same.

Upon waking in the morning turn onto the back and stretch. Tense and throw the arms upward and outward and stretch the head toward the head of the bed and the toes

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and feet towards the bottom. Co-ordinate every muscle in the body both inside and outside, making the whole body tense and rigid. Hold it tensely this way for a second or two, then relax and let the pleasurable feeling of relaxation flood over you. Repeat the exercise for four or five minutes.

This exercise makes one alert and alive in body and mind before rising. It sends the blood to and extends every cell at once and picks up the waste matter that has accumulated in the cells during the night when the operation of the body is sluggish in sleep.

It was suggested to a 50-year-old underweight man of 132 pounds, who was constipated both of body and skin, that he do this stretching exercise in the morning. He appeared at work the next morning one hour late. When asked by his boss, "How come?" he replied, "He told me to do that stretching business when I woke up. I did and say, it felt so *good* I just turned over and went to sleep for another hour." Try it but watch your step.

After rising do five minutes of energetic setting up exercises with arms, legs and body. These should include bending and stooping.

As it is now fully determined that the skin breathes as well as excretes it is doubly important to have free, open pores. Unless a share of the poisons of the body are properly excreted in perspiration and unless the skin breathes, energy production is lessened. Dr. George Sperti, an authority on the skin, writes, "Healthy skin is characterized by ample cell respiration."

Therefore, a shower or spray should be taken each morning after the stretching and setting up exercises. The water

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should be less than blood heat so as to cause stimulation. Some people can take a cold shower both in summer and in winter and like it, but some cannot do so and to them it might be injurious.

While under the shower the body should be rubbed energetically with a stiff rubber brush with nipples on it or with a sea-weed mitt. Either can be obtained at most drug-stores. Time should be taken to really rub and massage the body with the brush or mitt. The body must then be rubbed with a coarse towel—not just dried, but rubbed until it glows. This method removes all the dead skin tissue and breaks down loose excess flesh that is carried off as waste and makes the muscles and skin vibrant and alive as they should be.

This whole program of stretching, setting up exercises and shower and rub should not take more than 15 minutes. Although work, it pays big dividends in energy increase and in health.

When a person is reasonably easy going and inclined to be healthily round of body and bright of skin color, food is usually quickly digested. Such a person nearly always gets immediate recuperation from food. Because of this these persons need only from six to seven hours of sleep. This is the "easy" foreman. Too much sleep for some of these persons is detrimental as it makes them feel sluggish and dull mentally in the early morning hours.

When a person seldom perspires freely all over the body and has only a cold perspiration in the palms of the hands, under the arms and the soles of the feet (which is a nervous perspiration and not from heat) and is inclined to indiges-

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tion and constipation, this person should not eat when tired or emotionally disturbed, as he cannot then digest food. He should relax and rest before eating, then eat lightly. Sleep is what this person needs when tired and he always should take not less than nine hours' sleep at night. This is the man who gets up at seven o'clock but wakes up at ten and who tends to be irritable and cross in the morning. He "gets out of bed on the wrong side." This type of man includes the one classed as the "hard" foreman.

It was found that the body of the foreman, sub-foreman, and plant and factory worker, although doing manual work, needs a daily program of exercise almost as much as the brain worker if his efficiency is to be kept at its best. It is true that certain of their muscles get regular use in their work but much of their bodies are used but little. While muscle-bound from overuse in some parts of the body, other parts are undeveloped and in many cases soft. Complete elasticity and resiliency can be maintained only by consistently working for it every day.

In this day and age of automobiles the habit is literally to roll out of bed into the automobile and upon returning home at night to roll from the car into bed. By which is meant that the average individual does not use his legs.

Walking is one of the finest exercises to be had and almost everyone with a little practice can enjoy a walk of two to five miles daily. This is particularly true of the person past 40. Take the sunny side of the street or road and walk briskly. Walking on a dirt road in the country is better than a paved city street. Sunshine is a most wonderful energy

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builder and a sun bath after heavy mental work will cause the complete relaxation of all tensions.

Very good exercise can be had if while walking one will tense the muscles of the legs at each step. The muscles of the hands, arms, and shoulders also can be tensed against each other. These exercises send increased blood to every cell of the body and teach muscle co-ordination.

Warning is given that all exercise must be done consistently to be of value. If one bowls a number of games one evening a week, or plays 36 holes of golf on Sunday and at no other time, this exercise often is harmful. One should build the body consistently and prepare it for exercise. Then prolonged exercise is valuable.

Some people are inherently inclined to be round of body or fat but many more are fat because of glandular unbalance or because they eat wrong foods and too much of them. In some cases the body becomes bloated from dissipation.

The tendency of excess flesh, whether healthy or unhealthy, is to slow up the energy production. The fats and sugars should be burned up and manufactured into energy and not allowed to gather into layers of fat upon the body.

What is the right weight for one person of certain height and size may be the wrong weight for another person of the same height and size. A double chin is certain to indicate that there are other soft spots on the body and they indicate that it is time to take heed. A large belly may or may not indicate fat, for the belly mass of different individuals seems to vary greatly according to their inheritance.

One man who was six feet tall, weighed 238 pounds, was

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40 years old, had pronounced double chin, large belly and flabby, soft body, said, "The doctor of the insurance company was going to turn me down on account of overweight, but when told that I had gained only 18 pounds in 20 years he made a favorable report." The doctor possibly did not consider the fact that the man had not only gained the 18 pounds, but through the neglect of his body, the whole body structure had changed for the worse in 20 years; changed from a comparatively live and resilient 220 pounds into an unhealthy fat and flesh encumbered 238 pounds. The doctor also probably did not know that the man easily became short of breath which might indicate that there was an overtaking of every bodily function. This change of bodily condition was of more importance than the amount of weight gained. With proper work and care it need not have been.

Another young man who was at least 25 pounds overweight and soft, when urged to put in just fifteen minutes a day to harden up his body to make it alert and keen, said he just had to sleep that fifteen minutes. He had a good well trained mind, but he lacked ambition. He preferred ease to advancement. Some people would call him plain lazy.

Therefore, a real effort should be made to keep the body trim and free from deposits of fat. Accumulation of unhealthy fat often is the first indication of the deterioration of the functioning of the body. It may indicate that the important glands of the body have ceased to operate in a balanced manner. With proper diet and exercise most persons who are overweight can take off the first 20 pounds at the rate of about two to three pounds a week, but when

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this point is reached the reduction slows up somewhat. There are many books on how to reduce.

When weight is taken off by diet alone it lowers the tone of the bodily structure temporarily. Special attention should be given to physical exercise during the period of a diet reduction program if the best results are to be obtained. It sometimes takes months before the full benefits of having reduced weight can be noticed.

It is not intended to convey the idea that all persons can be or need to be without fat, but it is urged that if there is fat, to see that it is healthy fat on healthy muscles and not unhealthy fat on flabby muscles of poor tone.

If the body is to continue to be through life a first class machine for the production of energy, work must be done constantly to build and repair the body parts.

Some persons remain under normal weight all their lives. In a few cases this is the result of physiological overactivity of the thyroid gland, but it is far more often the result of an underfunctioning of the thyroid (the gland of bodily well-being) or of the anterior pituitary gland (the gland of balance). Many such persons eat as much and sometimes more food, than the average person. However, it is not the amount of food one eats that builds the body but the kind of food one eats, the completeness of assimilation and what one gets out of the food that is eaten.

It is particularly necessary for these persons to do the exercises described to stimulate the whole body. They should give special attention to the suggestions concerning the diet. As the secretory activity of these persons is sluggish they

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should drink more water and milk in the manner outlined. It also is emphasized that these persons should eat slowly and chew longer than is usual. In addition to this added mastication, these persons should try to develop a sense of appreciation of food. They should cultivate taste so that their mouths will fairly water in anticipation of eating. This will develop and increase the flow of digestive juices and will mean better assimilation, thus a greater amount of nourishment. These persons usually have very little taste appreciation.

Underweight persons usually have a cold perspiration in the palms of the hands and under the arms but their skin does not perspire throughout the body. The showers and rubs as suggested in this chapter are to open up this sort of skin and to increase its activity.

When a person is doing more than a usual amount of mental work, he should give special attention to his physical exercises and to the whole program here outlined for body building. After hours of concentration a walk of an hour or two will bring relaxation and take out all the kinks.

Make it a rule: The more brain work that is done the more strenuous and complete must be the physical work if the even balance between mind and body is to be maintained.

Men of well balanced bodily operation usually need only six or seven hours of sleep, but when they are doing unusually heavy mental work, the hours of sleep and relaxation should be increased accordingly.

The necessity for this program of body building is not just a theory. A number of executives who undertook to do

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the suggested work for six months increased their energy and feeling of bodily well-being at least 25 per cent. These men also found that they were mentally more alert and could think for longer periods without becoming tired, they could concentrate with greater ease.

All these suggestions are just good, common sense and the common-sense man of ambition will at least test this program for himself. The verdict on the results obtained will warrant making this program a lifetime job.

It is conceded that there is a time in one's life when all the reserves of energy are used up and that an individual must go wholly on the energy that is manufactured each day. This time is set at about 35 years of age. With some individuals it might be a younger age and with others particularly virile it might be considerably later. The body, unless something is done to rebuild the parts that begin to lag, is likely to gradually but not noticeably begin to go to pieces. It is then that systematic building must be undertaken if continued efficiency is to be maintained.

The brain and brain centers are the clearing house of thought. The feelings of an individual are carried to this clearing house by nerves. These feelings or sense impressions suggest ideas which the brain reasons out and then, with the help of motor direction, decides whether to act or not. When the decision to act is made, a message goes out from the brain over the motor nerves.

Feeling which starts imagination, reflection, and creative ideas is one side of the mind's activities and directed

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thinking, reasoning and action is the other side, making a complete thinking whole. In most persons one of these sides of the mind is more active than the other which results in two kinds of persons. Some individuals definitely feel, imagine, reflect, and have creative ideas all their lives more than they concentrate, reason and act to capitalize those ideas. Others lack in feeling, imagination, reflection, and creative ideas but are practically always in a state of concentrated thinking and reasoning and driving themselves to directed action.

It is desired to develop as nearly as possible the ability to do both of these activities with a fair degree of efficiency. This may then be termed a balanced operation of the mind.

There probably are more people who feel, imagine, reflect, and dream to a greater or lesser degree, than there are those who concentrate, reason and act with directed purpose, for it takes hard work to train the mind of an emotional person to concentrate deeply and to reason. It is human to be inclined to take, more or less, the course of least resistance. It is a built-in characteristic to be able to drive one's self to accomplishment with a set purpose.

For the sake of clarity the feeling, imaginative, reflective individual with creative ideas will be termed hereafter the "form" type of mind. During school studies this mind learns by form and rote, and does not ask the substance or the meaning of the thing learned. A child with this type of mind asks many questions but forgets to wait for an answer and seldom registers the answer when given. His many ideas crowd out his desire for an answer.

The concentration, reasoning, acting type of mind will

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be designated as the "substance" mind. In school the possessor of this mind asks and requires the substance of the material learned and learns little by form or by rote. A child with this inquiring mind asks questions with a purpose and insists that there be a satisfying answer.

In the chapter, "The Plant and Shop Foreman," these two types of persons have been mentioned. The type mentioned as the "easy" foreman usually has the "form" type of mind and has emotional, active feelings, tends to be over-tactful and is somewhat credulous.

The other type mentioned in that chapter is the "hard" foreman and he usually has the mind that demands the "substance" of what he learns. He is the foreman who is practical, thinks, reasons, and drives himself and others but who has little feeling, imagination or tact. He is the skeptical person and must be shown.

Emotion is termed by psychologists a "profound" activity and affects every cell of the body. Emotional persons find it harder to concentrate than those who are not emotional. If one is sufficiently emotional, as in a temper explosion, the emotion does away with all the ability to think. This is poetically said in words by Robert Ingersoll: "Anger is a wind which blows out the lamp of the mind." So in lesser degree, any emotion is contrary to and interferes with concentration and directed thought.

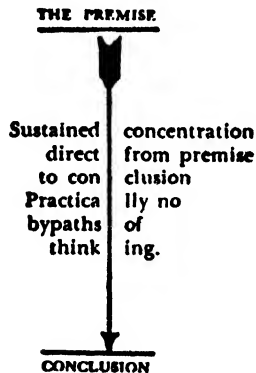
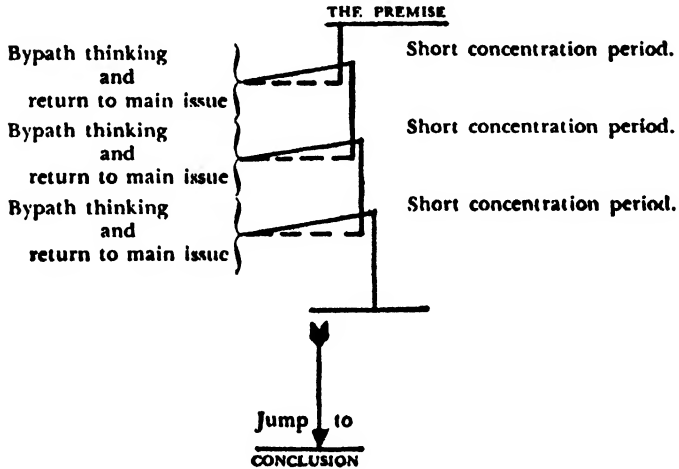
Because emotion is more active in sensitive and imaginative persons, the "form" mind has to contend with emotion when he concentrates, which can result in indecisiveness in new problems.

The manner in which these two types of mind reason

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from premise to a conclusion can be best shown by the following diagrammatic illustration.

REASONING PROCESS OF THE "FORM" TYPE OF MIND (EMOTIONAL PERSON)



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As these types develop they continue to solve their problems in two entirely different ways of analysis.

The individuals with emotion, feeling, imagination, reflection and creative ideas seem to be equipped with the "form" type of mind and as a result of these traits being more than usually active, they have difficulty in holding their minds in control so as to reason directly from a premise to a conclusion.

The "form" mind starts to reason from the premise with concentration upon the main issue and after a short period of concentration drifts off on some bypath of thinking more or less relative to the main issue. After exploration of this bypath the mind is then pulled back to the main issue.

As a result of this "bypath thinking" it is necessary to review part of the reasoning already done so as to catch the thread of previous thought before continuing the analysis of the main problem.

After this brief review of past reasoning, concentration is brought to bear on the main issue for another short period and again the mind is allowed to run off on another bypath of thought. This procedure is continued until these concentration periods and bypath exploration periods have clarified the mind in regard to the main issue. This happens approximately when the analysis of the problem has progressed about two-thirds of the distance from the premise to a reasoned conclusion. This "form" mind then nearly always jumps from that point to the final conclusion. It never really reaches a conclusion that is the result of final analysis. The conclusion so reached usually is correct, and is broad in

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scope, as the main issue has been considered from many angles.

This method of reasoning is cumbersome and slow. Individuals who have this "form" type of mind often are so slow in arriving at a decision that they are classified as indecisive. They never make a snap judgment concerning an important decision. This type of mind is the judicial mind as it requires consideration of all the facts before making a decision.

Individuals with the "substance" type of mind start from the selected premise and with deep concentration and analysis reason uninterruptedly direct to a conclusion. Persons with this type of mind have little emotion, sensitiveness or imagination to interfere with their concentration.

The first and rapid conclusions of the possessors of this type of mind always are their best. Their decisions are hard to change for these persons have minds that are "set to an end." Because they do not allow their minds to wander into by-channels of thinking, their decisions are inclined to be narrow, although usually correct. They cling tenaciously to their conclusions and are inclined to act upon them at once.

The extreme of this type of mind may be classified as a "one-track mind." The manner of reasoning of both the "form" and the "substance" minds may be improved and a more balanced process of thinking may be built in.

The "form" type of mind can be made to lengthen its periods of concentration by control of emotion, etc., and thus refuse to allow the mind to wander as frequently into bypaths of thinking. This mind also can cultivate its ability

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to discriminate quickly which are the unimportant bypaths and at once eliminate them and use the time to explore thoroughly the bypaths that appear to be important and material to a conclusion. In other words, learn to think more and dream less. This method, if diligently applied, will enable the possessors of the "form" type of mind to arrive at a conclusion and act upon it with greater speed.

Individuals with the "substance" type of mind also can improve their manner of thinking by developing more meditation and cultivating greater deliberation. These persons can afford to build imagination and reflection and allow them to have more play.

These suggestions if applied to the operation of the "substance" type of mind will lessen the depth of the concentration and allow the mind to dwell on other angles of a problem.

A conclusion, thus arrived at will be of decidedly broader scope and of definitely greater value. The two extreme cases cited below will illustrate the divergent manners of solving a problem.

One man, an engineer and chemist who had become self-centered, unsocial and almost surly, had a mind at all times "set to an end" and with a most unusual degree of concentration and decisiveness said, "Then mine is a 'one-track mind.'" This is the "substance" type of mind.

Another man, a clerk, big bodied and soft, slow, methodical, emotional, imaginative, undirected in thinking and indecisive in action, said with a slow drawl, "Well, if I never make a decision I'll never make a mistake." This is the extreme of the "form" type of mind.

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The "form" type of mind dislikes details and consistent effort, whereas the "substance" type of mind actually likes and excels in detail work and enjoys sustained effort.

This often makes it desirable that an executive pronouncedly possessing one of these types should have a first assistant with the opposite type of mind so that one may compensate for the deficiencies of the other, affording a well balanced executive control of the department.

This is well illustrated in a laboratory. A chemist with the "substance" type of mind is coldly scientific and lacks but needs the many creative ideas and approaches to each problem that the "form" type of mind would suggest; whereas, if the chief chemist is the "form" type of mind he is so full of ideas but so slow in decision and lacks so much in penetration and action that he really needs a first assistant to work out details and get to a final analysis. The two minds together make a balanced process of thinking.

A recognition of this joint need by lopsided thinkers enables them to select an assistant of opposite type and to use him advantageously. Many such combinations of talent are found in business, both in the executive field and otherwise, and it is a thing to be planned for if the best results are to be accomplished. This is particularly desirable in a research department, but the principle is applicable in others.

Neither of these types may be considered as better than the other; they are just different, and each is necessary and equally valuable in its own particular field. Both can be brought closer to a balanced performance.

The message of this last chapter is to emphasize the neces-

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sity that each executive and each foreman and every person should strive constantly to build a *balanced* operation of both the body and the mind.

Every executive and foreman should take a careful inventory of his qualifications, both mental and physical. He should make a list of all the traits mentioned in this book and weigh each carefully in relation to himself. The inventory should be an honest one, neither overoptimistic because of conceit or pessimistic because of a tendency to depreciate himself.

It is then important, at once, without alibi, to begin to develop and to build into the mind and body good abilities and traits and bring them to their best possible performance. It also is necessary to use real study and effort to eliminate the traits detrimental to success.

There are many individuals who will do a thing for a longer or shorter period but comparatively few who are consistent enough to continue a practice until a habit is formed.

Body and mind building and care should be built in as a habit for all the years to come.

If one knows he is erratic and tends to do things by "fits and starts," he should be on his guard to see that this building program is one thing that is done consistently.

It is important to keep in mind that all good traits can become objectionable if overdeveloped. For instance, self-confidence, if overdeveloped, can express itself in arrogance and intolerance. Tact, a wonderful quality if used in the right degree and with good judgment, can show itself in being "easy" when one should be "hard." Ambition and legitimate aggressiveness, both of which are fine traits, if

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overdeveloped, can result in stepping on the toes of other executives for selfish reasons, causing resentments and antagonisms.

It is the "balanced" executive and foreman of broad understanding of human relations who is in demand and who is certain of constant progress. Balance can be attained and maintained by those who are willing to work honestly toward that end.

In whatever field you may be occupied, study the operation of the business and decide what phase of it you are most interested in. Then take up study work to perfect your knowledge in that field. It is necessary to put something into your mind if you are to continue to get something out of it. Therefore, feed the mind by study and thought.

Everyone needs the incentive that a set goal will provide. Work and study toward an advanced end will give each day a feeling of accomplishment. It will add an extra edge to every day that will show itself in every action and will mean the success that will increase the joy of living.

